

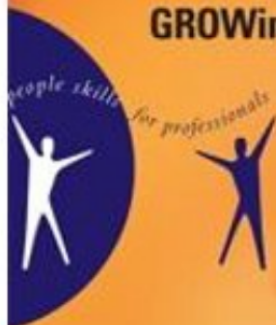
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**John Whitmore**

# COACHING for PERFORMANCE

**GROWing human potential and purpose**

**The principles and practice of  
coaching and leadership**



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# Coaching for Performance

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of coaching and leadership

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# Introduction

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In 1992 when I wrote the first, short edition of this book, there were hardly any other books on new coaching methods for applications beyond sport. My purpose was to define and establish the root principles of coaching before too many people jumped on the fledgling coaching bandwagon, some of whom might not have fully understood the psychological depth and potential breadth of coaching, and where it fits in the wider social context. Without that understanding, they could easily distort the fundamental methodology, application, purpose, and reputation of coaching.

*Coaching for Performance* became the definitive book on coaching methodology in human resource departments and in schools of coaching both in England and abroad, and now, while many other fine coaching books have added to the field of knowledge, by and large we all subscribe to a common set



cooperating rather than competing. The largest of these, the International Coach Federation, has nearly 20,000 members worldwide. Accreditation, qualifications, standards, and ethics are being agreed and monitored in a very responsible way. Coaching has moved from a cottage industry to a well-respected profession and has several journals dedicated to it. Meanwhile this book is now in 22 languages, including Japanese, Chinese, Korean, Russian, and most European languages, and it has sold some half a million copies worldwide.

What's new in this edition?

In this edition I am retaining and reaffirming the sections dealing with the definition of coaching and I dig deeper to reveal its psychological roots and to eliminate the surrounding weeds. Poor practice in coaching leads to the danger of its being misrepresented, misperceived, and dismissed as not so new and different, or as failing to live up to its promises. My intention is to keep the record straight by describing and illustrating what coaching really is, what it can be used for, when and how much it can be used, who can use it well and who cannot.

Contrary to the appealing claims of *The One Minute Manager*, there are no quick fixes in business, and good coaching is a skill, an art perhaps, that requires a depth of understanding and plenty of practice if it is to deliver its astonishing potential. Reading this book will not turn you into an expert coach, but it will help you to recognize the enormous value and potential of coaching, and perhaps set you on a journey of self-discovery that will have a profound effect on your business success, your sporting and other skills, and the quality of how you relate to others at work and at home.

This fourth edition explains more fully the principles of coaching in lay terms and illustrates them with simple analogies, not only from business but also from sport. It also

I have added chapters on the relationship between coaching and leadership and on leadership itself. I am frequently asked by coaches what they can do to maintain and raise their skill in their coaching work. My answer is to practice, practice, and practice, but with greater awareness of yourself and other people, and to be committed to your own continuing personal development. That is something I go into quite deeply in the new chapters on leadership.

I have elaborated further on the significance to performance of emotional intelligence (EQ), on the emerging interest in spiritual intelligence (SQ), and how they both relate to coaching. Higher workplace expectations of staff and the frequency with which they seek meaning and purpose at work mean that coaches are expected to acquire greater skill in addressing these deeper life issues. I look at what those skills are and how they can be developed. Companies are also having to accept that their values and ethics are falling and in some cases failing under the scrutiny of their staff as well as their customers. Coaching is highly effective for uncovering true values and producing the alignment without which business performance can never be optimized.

Like education, motivation, and management, coaching needs to keep up with the psychological development and understanding of how people bring the best out of themselves. There is always a time lag between what is known in some circles and the full adoption by the crowd. That is unfortunately all too true in coaching. For example, sports coaching is still mainly based on behavioral psychology, too much workplace coaching is still limited to cognitive psychology, and many other coaches confine themselves to humanistic psychological principles that maintain that awareness itself is largely curative. The Inner Game, however, reflects transpersonal psychology, which emphasizes the principle of will, intention, or responsibility.

Leadership for high  
performance

Transformation through  
transpersonal coaching

Transpersonal psychology was fathered nearly a century ago by Carl Jung and Roberto Assagioli, but they were far ahead of their time and met some resistance, exacerbated by references to spirituality, which is negatively associated with religion by some people. However, today there is more