Evidence Based Coaching Handbook
Putting Best Practices to Work for Your Clients

Dianne R. Stober
and
Anthony M. Grant, Editors

John Wiley & Sons, Inc.
Evidence Based Coaching Handbook
This book is dedicated to

My parents,
for starting me on a path of knowledge,
to Ben,
for walking it with me,
and to my children,
for taking me down interesting side trails.

(DRS)

My family,
Georgie, Ben, and Toby,
my parents,
Eva and Avi,
my sisters,
Claire and Jane,
and in loving memory of my brother,
David.
I love you all.

(AMG)
## Contents

Preface ix  
Acknowledgments xi  
Contributors xiii  
Introduction 1  

*Anthony M. Grant and Dianne R. Stober*

### Part I  Single-Theory Perspectives

<table>
<thead>
<tr>
<th>Chapter 1</th>
<th>Coaching from the Humanistic Perspective</th>
<th>17</th>
</tr>
</thead>
<tbody>
<tr>
<td><em>Dianne R. Stober</em></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Chapter 2</th>
<th>People Are Complex and the World Is Messy: A Behavior-Based Approach to Executive Coaching</th>
<th>51</th>
</tr>
</thead>
<tbody>
<tr>
<td><em>David B. Peterson</em></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Chapter 3</th>
<th>Adult Development Theory and Executive Coaching Practice</th>
<th>77</th>
</tr>
</thead>
<tbody>
<tr>
<td><em>Jennifer Garvey Berger</em></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Chapter 4</th>
<th>Cognitive Coaching</th>
<th>103</th>
</tr>
</thead>
<tbody>
<tr>
<td><em>Jeffrey E. Auerbach</em></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Chapter 5</th>
<th>Psychoanalytically Informed Executive Coaching</th>
<th>129</th>
</tr>
</thead>
<tbody>
<tr>
<td><em>Seth Allcorn</em></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Part II  Integrative and Cross-Theory Approaches

<table>
<thead>
<tr>
<th>Chapter 6</th>
<th>An Integrative Goal-Focused Approach to Executive Coaching</th>
<th>153</th>
</tr>
</thead>
<tbody>
<tr>
<td><em>Anthony M. Grant</em></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
As an emerging area of study, coaching holds many opportunities to contribute to our bases of knowledge. There is knowledge to be gained in applying coaching to the world as we know it. But before we go too far in that direction, there is also the opportunity to apply existing knowledge to the current practice of coaching. This volume is intended to take some initial steps in that direction with the humble hope that this will prove helpful in grounding coaching practice in a wealth of applicable knowledge. This is not a complete picture of existing theories and bodies of knowledge that can inform the development of coaching but does provide at least a range of perspectives. It is our hope that readers of this book will find information that is useful, stimulating, and maybe even challenging for their own development as coaches.

Putting this book together has been an exciting endeavor for us. From our first conversations at a conference about the need for such a book, we have found ourselves in rousing discussions about what the appropriate models are for coaching, what theoretical foundations are essential, and where the next steps lie in the professionalization of coaching. We have each learned much through this project and hope that others will too.

Dianne R. Stoiber
Anthony M. Grant

April 2006
Acknowledgments

OF COURSE THERE are a number of acknowledgments we would like to make. There are a number of people without whom this project would have never been possible. Most importantly, we would like to acknowledge the contributing authors for their expertise, willingness to share that knowledge in this format, and their hard work in translating all of this into well-written, useful works. Without them, the breadth and depth of this book would not have been possible.

In addition to the contributing authors, a variety of colleagues and friends have given us feedback, support, and encouragement: Shirley Anderson, Michael Cavanagh, Barclay Hudson, Jenny Schwartz, Leni Wildflower, Patrick Williams, Richard Zackon. Thank you all for your contributions that have made this a better book. Our students at Fielding Graduate University and University of Sydney have given us important feedback, asked great questions, and generally pushed our thinking.

Another important source of support we would like to acknowledge involves those at John Wiley & Sons. David Bernstein not only believed in this project, he also provided keen insights, great encouragement, and those all important reality-checks when things were topsy-turvy or looking grim. Ester Mallach was a source of calm, steady support in the midst of infinite details. Micheline Frederick demonstrated her great capabilities of keeping things rolling along smoothly through production of this book (no small feat!). And the staff at Cape Cod Compositors was indispensable in their thoroughness in helping us through the copyediting process.

There are some individuals who were very personally involved in this project: our families. Our spouses, Ben Slocumb and Georgie Grant, not only supported this work but remained enthusiastic and interested even when it meant late dinners, absent-minded partners, and those “It will just be a few more minutes” white lies. And our children, Hannah Slocumb, Eli Slocumb, Ben Grant, and Toby Grant proved to be patient
or distracting as our experience required; we hope we were able to do likewise.

And finally, there are clients who contributed to the development of our and the contributors’ practice and expertise. Without their willingness to engage with us and to share their lives and experience, there would not be any theories to apply or stories to tell.
Contributors

**Geoffrey N. Abbott** is an executive coach and researcher. He has been based in El Salvador since 2003, where he is completing his doctoral dissertation under scholarship from the Faculty of Economics and Commerce of the Australian National University. He has been working with expatriate managers and studying how coaching might assist cultural adaptation. Geoff’s academic background is in organizational psychology. His related consulting and research interests include the influence of culture and values in the workplace, and—of course—executive coaching. Geoff’s coaching clients in Central America, the United States, and Australia are drawn from the commercial, government, development, and academic sectors. His expertise lies particularly with executives who work in cross-cultural or multicultural contexts. Geoff is an associate with the School of Economics and Business (ESEN) in El Salvador. He was formerly Senior Policy Advisor for SBS Australia, a government-funded national television and radio broadcaster specializing in multicultural programming, where he managed strategic planning and cultural research. He has a keen interest in improving his Spanish and golf.

**Seth Allcorn, PhD**, is an assistant dean and chief financial officer for the Texas Tech Health Sciences Center School of Medicine. Dr. Allcorn has 20 years of experience working with physicians, hospitals, and academic medical centers. He has served as Associate Dean for Fiscal Affairs at the Stritch School of Medicine, Loyola–Chicago, and as the administrator of the departments of medicine at the University of Missouri–Columbia and University of Rochester schools of medicine. He has worked for 20 years as a part-time and full-time organizational consultant specializing in the management of change, strategic planning, and organizational restructuring. Dr. Allcorn is extensively published. He is the author or co-author of 10 books and over 60 papers that have appeared in scholarly and practitioner journals. He is a founding member of the International Society for the Psychoanalytic Study of Organizations.