

BOOK OUTLINE 3

FOREWORD BY CHARLES N. SEASHORE 6

PREFACE 9

Why this book?

- ❑ What is Mentoring?11
- ❑ Definition of Coaching12
- ❑ Types of Coaching14
- ❑ A Word About Process20
- ❑ Organization of the Book21

TABLE OF CONTENTS 22

PART I: COACHING & *USE-OF-SELF* 23

Chapter 1: Introducing *Use-of-Self* Theory and Application24

- ❑ Triple Impact Coaching Model Overview25

Chapter 2: Six *Use-of-Self* Concepts36

PART 2: DEVELOPING THE *USE-OF-SELF*

CONCEPTS & TOOLS 41

Chapter 3: Key Elements for Effective Coaching Conversations: 43

- ❑ Building the Relationship43
- ❑ Check Ins43
- ❑ Check Outs46
- ❑ Safe Enough Space46
- ❑ Listening48

Chapter 4: Six <i>Use-of-Self</i> Concepts, Exercises & Tools:	49
Concept #1: Choices	49
☐ “At Our Best” Interviews	50
☐ Let Your Fingers Do the Talking Exercise	52
☐ Appreciating Differences - Vivre La Difference Exercise	58
Concept #2: Reframing	62
☐ Reframing Exercise	64
Concept #3: Power	72
☐ Volunteer Helper Exercise	75
Concept #4: Feedback	81
☐ Deliberate Contracting Exercise	88
☐ Control / Interpretations Exercise	94
☐ Team Feedback Exercise	96
Concept #5: Support Systems	98
☐ Support Systems Exercise	100
Concept #6: Connections	107
☐ Broken Squares Exercise	110
Chapter 5: Putting it all Together	120
☐ Sample Triple Impact Coaching: <i>Use-of-Self</i> Workshop	120

PART 3: COACHING IN ACTION 123

Chapter 6: Coaching Program Development Process125

- ❑ Triple Impact Coaching Process125
- ❑ Sample Team Coaching Program126
- ❑ Coaching Program Alignment Check List130

Chapter 7: Case Studies: Reflections & Lessons Learned132

- ❑ Proceco - Coaching for Change132
- ❑ VIA Rail - The Power of the Team141
- ❑ Transcontinental Media - HR Transformation160

CONCLUSION 171

BIBLIOGRAPHY 172

INDEX 175

ACKNOWLEDGEMENTS 177