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# Coaching: Evoking Excellence In Others, 3rd Edition



## Synopsis

Coaching: Evoking Excellence in Others is an insightful, thought-provoking guide that dissects the art and science of coaching. Beginning with theories, concepts and models, the book moves on to consider rigorous methods of practice and self-observation in a relationship of mutual trust, respect and freedom of expression. It will probe you to rethink how you relate to your clients and your staff, how you produce long-term excellent performance in yourself and how you can become more effective in helping others to achieve their goals. This third edition includes a new chapter on communication and a new central case study that runs throughout the book to illustrate the impact of the themes and concepts discussed in the book. Coaching, 3rd edition is a rich learning resource guide for new and experienced coaches who want to challenge their methods of partnering with clients. It is also an inspiring guide for training managers and leaders, human resource development managers and general managers who want to develop their teams.

## Book Information

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## Customer Reviews

This is heavy reading, but well worth it. Remember your college philosophy classes and associated textbooks? Well, Flaherty takes the beauty and probing questions of philosophy and creates practical use of them by applying them to the art of coaching. Flaherty relies heavily on a few of his favorite modern philosophers, and takes their discoveries and theories and converts them into assessment models, enrollment techniques, etc. What you end up with is a very lucid, free flowing book that allows the coach to see the client as a human being with varying motivations, competencies,

agendas, etc., and frees us from the trap of attempting to coach our clients into becoming ourselves (someone with our values, motivations, etc.); instead allowing them to grow into their own self-correcting, self-generating person. One caveat, this book looks just as much at the growth of the coach as it does at the growth of the client. In fact, the author asserts that failed coaching often stems from a coach's inability to completely appreciate the client for who s/he is (their motivations, world interpretation, etc.); this falls under the topic of Relationship in the book, and essentially discusses the meaning and importance of mutual appreciation, respect and freedom of expression. He advocates self discovery and continued growth of the coach; allowing yourself to learn from your client while they learn from you. In summary, the book moves us away from simply using techniques and models as our "catch all" coaching tools and moves us towards understanding the unique human being, their unique situation, their unique drive, their unique interpretation of the world, etc.

Mr. Flaherty's book reveals the wide and disparate meanings we apply to the word "coaching." My primary focus is in the area of managing and coaching professional technology salespeople. I found this book to be uneven and at times even irritating. Too many references to Heidegger and other philosophers, which struck me as irrelevant appeals to authority with little relevance to coaching. I like a good discussion of philosophy, the nature of being, etcetera, but in this context it seemed out of place. At other times, Flaherty's insights were brilliant. Despite numerous references intended to persuade us of the foundations for the author's positions, Flaherty includes questionable material in this book which he acknowledges will be controversial. The section on body types is, in my view, ludicrous stereotyping. My field is medical technology, and when I read that "ectomorphs are tall, thin, long-limbed, long-necked folks... people of this body type often have complex and highly wrought nervous systems," I cringed. What is a highly wrought nervous system? Where is the scientific evidence to support this? Basing assumptions on people's "body type" is fraught with danger, not the least of which is being dead wrong. More importantly, what in the world does this have to do with coaching, unless perhaps if you are a fitness coach or physical therapist. It might then have some dubious merit, but Flaherty is suggesting that coaches, generally, consider these "factors." On the other hand, coaching awareness of one's physical body and its signals and responses to internal and external influences certainly has merit.

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