

Contents

List of figures	vi
List of tables	vii
Introduction	1
The aim of the book	2
Key themes	3
Who is the book for?	4
An outline of the book	5
Chapter 1 The challenge of authentic leadership	7
The paradox of leadership	8
Authentic leadership	9
Defensive or reactive forms of leadership	11
Defiant leadership	12
Compliant leadership	13
Developing authentic leadership	14
The bias towards task	15
The problem of task-focused coaching	16
Leadership coaching	17
Distinguishing coaching and therapy	21
Chapter 2 The ACE FIRST model of change	24
ACE FIRST patterns	24
The ACE FIRST model of change	28
Using the model to evoke change	29
Actions, cognitions and emotions (ACE patterns)	30
ACE patterns	31
FIRST: The context for change	33
Chapter 3 The role of the unconscious	43
The unconscious	44

LEADERSHIP COACHING

Key unconscious processes	45
Unconscious processes and the capacity to think	49
Implications for change	54
Making links	55
Chapter 4 Learning	60
LASER: A coaching process	60
Making Learning Possible	62
The Learning Space	62
The practical management of the learning space	70
Chapter 5 Assessing	77
The aims of assessing	77
Sources of information	79
Questioning	81
Assessing unconscious factors	87
Transference	87
Countertransference	88
Chapter 6 Story-making	94
Multiple perspectives	94
Story-making through conversation	95
The systemic story	96
The cognitive story	98
The history story	101
The personality story	103
The relationship story	105
Chapter 7 Enabling	111
The change cycle	112
Using stories to enable change	116
Enabling change according to leadership style	120
Chapter 8 Reframing	124
Reframing emotions	125
Reframing cognitions	131
Reframing actions	136
Ending	138
Chapter 9 Qualities and competencies	142
Core competencies	142
Training	247
Theoretical learning	148

Experiential learning	149
Ongoing development	151
Buying coaching	152
References and further reading	159
Index	163