

Executive Coaching: Recommended Readings

Guidelines and Professional Standards

Models of Business Advising and Coaching

Models of Leadership Development

Models of Adult Development and Change

Assessment Tools and Methods

Assessing Impact

Guidelines and Professional Standards

Brotman, L.E., Liberi, W.P., & Wasylyshyn, K.M. (1998). Executive coaching: The need for standards of competence. *Consulting Psychology Journal: Practice & Research*, 50, 40-46.

Executive Coaching Forum (2001). *The executive coaching handbook: Principles and guidelines for a successful coaching partnership*. www.theexecutivecoachingforum.com.

Models of Business Advising and Coaching

Diedrich, R.C. (1996). An interactive approach to executive coaching. *Consulting Psychology Journal: Practice & Research*, 48, 61-66.

Douglas, C.A. & Morely, W.H. (2000). *Executive coaching: An annotated bibliography*. Greensboro, NC: Center for Creative Leadership.

Hall, D.T., Otazo, K.L., & Hollenbeck, G.P. (1999). Behind closed doors: What really happens in executive coaching. *Organizational Dynamics*, 27, 39-53.

Hudson, F.M. (1999). *The handbook of coaching: A comprehensive resource guide for managers, executives, consultants, and HR*. San Francisco: Jossey-Bass.

Kaplan, R.E., Drath, W.H., & Kofodimos, J.R. (1991). *Beyond ambition: How driven managers can lead better and live better*. San Francisco, CA: Jossey-Bass.

Kiel, F., Rimmer, E., Williams, K., & Doyle, M. (1996). Coaching at the top. *Consulting Psychology Journal: Practice & Research*, 48, 67-77.

Kilburg, R.R. (2000). *Executive coaching: Developing managerial wisdom in a world of chaos*. Washington, DC: American Psychological Association.

Laske, O.E. (1999). An integrated model of developmental coaching. *Consulting Psychology Journal: Practice & Research*, 51, 139-159.

Levinson, H. (1996). Executive coaching. *Consulting Psychology Journal: Practice & Research*, 48, 115-123.

O'Neill, M.B. (2000). *Executive coaching with backbone and heart: A systems approach to engaging leaders with their challenges*. San Francisco: Jossey-Bass.

- Peterson, D.B. (1996). Executive coaching at work: The art of one-on-one change. *Consulting Psychology Journal: Practice & Research*, 48, 78-86.
- Richard, J.T. (1999). Multimodal therapy: A useful model for the executive coach. *Consulting Psychology Journal: Practice & Research*, 51, 24-30.
- Saporito, T.J. (1996). Business-linked executive development: Coaching senior executives. *Consulting Psychology Journal: Practice & Research*, 48, 96-103.
- Schein, E. (1987, 1988). *Process consultation* (Volume 1 & 2). Reading, MA: Addison-Wesley.
- Schön, D. (1987). *Educating the reflective practitioner*. San Francisco, CA: Jossey-Bass.
- Sperry, L. (1993). Working with executives: Consulting, counseling, and coaching. *Individual Psychology*, 49, 257-266.
- Sperry, L. (1996). *Corporate therapy and consulting*. Philadelphia, PA: Brunner-Mazel.
- Tobias, L.L. (1996). Coaching executives. *Consulting Psychology Journal: Practice & Research*, 48, 87-95.
- Tobias, L.L. (1995). Eleven ideas that have influenced my practice of psychological consulting. *Consulting Psychology Journal: Practice & Research*, 47, 56-63.
- Witherspoon, R. & White, R. (1997). *Four essential ways that coaching can help executives: A practical guide to the ways that outside consultants can help managers*. Greensboro, NC: Center for Creative Leadership.

Models of Leadership Development

- Edelstein, B.C. & Armstrong, D.J. (1993). A model for executive development. *Human Resource Planning*, 16, 51-68.
- Kaplan, R.E. (1999). *Internalizing strengths: An overlooked way of overcoming weaknesses in managers*. Greensboro, NC: Center for Creative Leadership.
- Kaplan, R.E. (1996). *Forceful leadership and enabling leadership: You can do both*. Greensboro, NC: Center for Creative Leadership.
- Kaplan, R.E. & Kaiser, R.B. (in press). *How sensitivities throw off performance in executives*. Greensboro, NC: Center for Creative Leadership.

Kegan, R. & Lahey, L. (1983). Adult leadership and adult development. In B. Kellerman (Ed.) *Leadership: Multidisciplinary perspectives*. New York: Prentice Hall.

Kilburg, R.R. (1997). Coaching and executive character: Core problems and basic approaches. *Consulting Psychology Journal: Practice & Research*, 49, 281-299.

Lombardo, M. M., & McCauley, C. (1988). *The dynamics of management derailment*. Greensboro, NC: Center for Creative Leadership.

Sloan, E.B. (1994). Assessing and developing versatility: Executive survival skill for the brave new world. *Consulting Psychology Journal: Practice & Research*, 46, 24-31.

Sperry, L. (1993). Leadership dynamics: Character and character structure in executives. *Consulting Psychology Journal: Practice & Research*, 49, 268-280.

Models of Adult Development and Change

Blatt, S. J. & Blass, R. B. (1996). Relatedness and self-definition: A dialectical model of personality development. In G.G. Noam & K.W. Fischer (Eds.), *Development and vulnerabilities in close relationships*. Hillsdale, NJ: Erlbaum.

Bridges, W. (1980). *Transitions*. Reading, MA: Addison-Wesley.

Fisher, D., Rooke, D., & Torbert, B. (2000). *Personal and organizational transformations* (2nd ed.). Boston, MA: Edge/Works Press.

Kegan, R. (1994). *In over our heads: Facing the mental demands of modern life*. Cambridge, MA: Harvard University Press.

Kegan, R. & Lahey, L.L. (2001). *How the way we talk can change the way we work: Seven languages for transformation*. San Francisco: Jossey-Bass.

Levinson, D.J. (1978). *The seasons of a man's life*. New York: Ballantine Books.

Levinson, D. & Levinson, J. (1996). *Seasons of a woman's life*. New York: Knopf.

Prochaska, J.O., DiClemente, C.C., & Norcross, J.C. (1992). In search of how people change. *American Psychologist*, 47, 1102-1114.

Vaillant, G. E. (1993). *Adaptation to life*. Cambridge, MA: Harvard University Press.

Assessment Tools and Methods

- Kaplan, R. E. (1998). Getting at character: The simplicity on the other side of complexity. In R. Jeanneret and R. Silzer (Eds.), *Individual assessment: The art and science of personal psychological evaluation in an organizational setting*. San Francisco, CA: Jossey-Bass.
- Kaplan, R.E. & Palus, C.J. (1993). *Enhancing 360-degree feedback for senior executives*. Greensboro, NC: Center for Creative Leadership.
- Lepsinger, R. & Lucia, A.D. (1997). *The art and science of 360-degree feedback*. San Francisco: Jossey-Bass.
- Leslie, J.B.& Fleenor, J.W. (1998). *Feedback to managers: A review and comparison of multi-rater instruments for management development*. Greensboro, NC: Center for Creative Leadership.

Assessing Impact

- Kirkpatrick, D.L. (1998). *Evaluating training programs: The Four Levels*. San Francisco: Berrett-Koehler.
- Phillips, J.J. (1997). *Handbook of training evaluation and measurement*. Woburn, MA: Butterworth-Heinemann.
- Preskill, H., & Torres, R.T. (1998). *Evaluative inquiry for learning in organizations*. Thousand Oaks, CA: Sage.