

DIY COACHING

■ **Coaching for Performance**, by Sir John Whitmore (Nicholas Brealey, £14.99)

Widely regarded as the Bible of coaching, this is an essential read for any manager who uses coaching skills. Whitmore believes you get the best out of any employee by building their own belief in their ability to perform better, while also raising their self-awareness and sense of responsibility. Sample sessions help to put the theory into context.

Typical quote: "Coaching is not merely a technique to be wheeled out and rigidly applied in certain prescribed circumstances. It is a way of managing, a way of treating people, a way of thinking, a way of being."

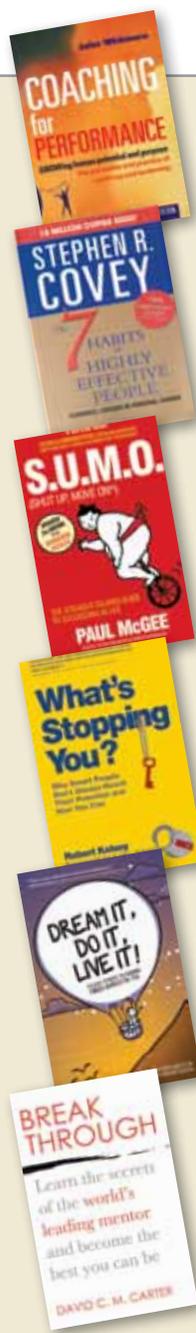
■ **What's Stopping You? Why Smart People Don't Always Reach Their Potential and How You Can**, by Robert Kelsey (Capstone, £10.99)

Former City banker Kelsey believes fear of failure holds many people back in both work and personal relationships. In this well-researched book, he explores why some of us become what he calls "High FFs" (fear of failures) and how to stop it sabotaging your success. Kelsey has a fluid, readable writing style and includes honest accounts of his own battle to overcome what he describes as a "debilitating fear of failure".

Typical quote: "You may avoid challenging but achievable tasks due to a fear of public humiliation while having no problem attempting near-impossible tasks because failure will be kindly judged (and they may mask your avoidance of achievable tasks)."

■ **Dream it, Do it, Live it – Nine Easy Steps to Making Things Happen for You**, by Richard Newton (Capstone, £9.99)

Former project manager and management consultant Newton has devised a nine-step workbook for achieving goals. It aims to act as a mentor, asking the right questions to help you turn a daydream into a workable business or change of career. The book is realistic about what it takes to get a dream off the ground, and the fact that it will inevitably involve initial failures and setbacks.



Typical quote: "It is not until something goes wrong, and you find a way to solve [it], that you are really moving."

■ **The Seven Habits of Highly Effective People**, by Stephen Covey (Simon and Schuster, £9.59)

This best-selling book makes a convincing case for a win-win approach to business – Covey believes that success can come as a result of acting in line with your values, rather than despite them. Ultimately, this is an uplifting read that will particularly appeal to anyone who feels they've mislaid their sense of purpose.

Typical quote: "It's phenomenal what openness and communication can produce. The possibilities of truly significant gain, of significant improvement, are so real that it's worth the risk such openness entails."

■ **SUMO (Shut Up, Move On): The Straight Talking Guide to Succeeding in Life**, by Paul McGee (Capstone, £10.99)

McGee's refreshingly amusing book is about developing awareness of the beliefs and thinking patterns that hold us back. He uses techniques based on cognitive behavioural and solution-focused therapy, with his own no-nonsense spin. Case histories and frank insights into McGee's own set-backs work well. It's the perfect self-help book for people who hate self-help books.

Typical quote: "Sometimes it's not new ideas people crave, it's the inspiration to implement the ideas they have."

■ **Breakthrough: Learn the Secrets of the World's Leading Mentor and Become the Best You Can Be**, by David C M Carter (Piatkus, £14.99)

Carter charges upwards of £10k for his one-on-one mentoring service, but you can experience the same 20 insights he uses with his clients for the price of this book. His insights are all designed to produce breakthroughs in self-awareness. It's a good book to dip in and out of, and there are lots of practical exercises to fill in that can be very revealing.

Typical quote: "Whatever happens in your life, you need to stop and ask yourself a very simple question: What am I willing to take responsibility for in this situation?"

New trends

While most coaching is done one-to-one, team coaching – with groups of five to ten people – is becoming more popular.

Many companies are bringing coaching in-house, often attached to HR. Corporate buyers, meanwhile, are becoming more rigorous and demanding of the coaching they are bringing in, which is raising the bar in the industry.

"We're also seeing coaching become more commonplace outside the corporate sector, in areas such as teaching, the NHS and community organisations," Sinclair says.

Coaches typically charge upwards of £200 an hour, and the process can mean regular contact for at least three months, so it can be a big investment. But the experience is also an effective way to acquire your

own coaching knowledge and skills, something that will be increasingly required of managers as Generation-Y [those who are currently aged between 18 and 35] comes to dominate the workforce, Tulpa suggests.

"By 2025, 75 per cent of the workforce will be Gen-Y," she says. "One thing we do know is that this generation is very receptive to coaching and motivated by personal development." ■