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# The Coaching Organization: A Strategy for Developing Leaders

James M. Hunt, Joseph R. Weintraub

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*"The Coaching Organization shows leaders how to integrate coaching in their organizations to achieve business results. Hunt and Weintraub are respected consultants and academics who have given us a fresh way of thinking about employee engagement and development. Organizations of all types could utilize the important lessons found in this book."*

—Jeff M. Fettig, Chairman of the Board and Chief Executive Officer, Whirlpool Corporation

JAMES M. HUNT  
JOSEPH R. WEINTRAUB



The  
COACHING  
ORGANIZATION

*A Strategy for  
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**James M. Hunt, Joseph R. Weintraub : The Coaching Organization: A Strategy for Developing Leaders** before purchasing it in order to gage whether or not it would be worth my time, and all praised The Coaching Organization: A Strategy for Developing Leaders:

15 of 15 people found the following review helpful. Creating a Coaching Culture in an OrganizationBy Keith E. WebbUntil recently, there were no books on how to implement a coaching style of leadership throughout an organization. Now we have The Coaching Organization. This book provides leaders with a thoughtful strategy for introducing developmental coaching throughout an organization.The Coaching Organization is straightforward, mixing helpful instruction with actual case studies. The authors also wrote Coaching Manager: Developing Top Talent

in Business and have obvious expertise in this area. After reviewing what developmental coaching is, the authors provide an organization assessment of readiness to implement a coaching culture. The assessment has four sections: 1) the cultural context; 2) the business context; 3) the human resource management context; and 4) organizational experiences with coaching. The last assessment section leads into one of the more innovative (and therefore worth reading) chapters, that of A Strategic Approach to Coaching. Here the authors go beyond the obvious of "linking coaching to business outcomes" and go deeper to the systemic level. The goal is to create a coaching initiative that promotes a sustainable coaching capacity. Here's where the book pays off: the authors show how some "common sense" initiatives to introduce coaching actually work against the long-term sustainability of coaching. For example, if a coach is assigned to a poorly performing manager, what is communicated is that coaching is for those not doing well, thus, managers resist the coaching initiative so they won't be labeled a "poor performer." Two other especially useful chapters are about how to build and lead a coaching capacity, and how to raise up qualified Internal coaches. These two processes are at the heart of creating a coaching organization. In my view, it will still take partnership with a coaching provider or trainer to do it, but the chapters serve as a guide for the overall process. The Coaching Organization is one of only a few books on organization-wide implementation of coaching. 5 of 5 people found the following review helpful. Strategic Thinking about how to create a Coaching Organization By John Aboud I liked their first book, The Coaching Manager, which discussed the importance and strategy of actually coaching--this new paperback book goes to the next level, taking a more strategic view of coaching. This is helpful because there's little out there that talks about HOW to create a coaching culture. The Coaching Organization admirably fills that gap. They get you to think about taking a strategic approach to development through coaching. Including what it takes to be successful. The number of examples of real companies showing how they are using the development coaching model is really helpful. I especially liked the Whirlpool case, illustrating how a large, successful company uses coaching as an adjunct to its leadership development efforts and the importance of a senior leadership team dedicated to executive development. The cases used make a very compelling statement supporting the "business case" as to why it makes sense to create a coaching organization. The authors are well-known academics in addition to being firmly grounded in the real world of business and consulting. They avoid excessive hype and selling their point of view, while making clear the value of their approach to organizations committed to genuine development efforts.

The Coaching Organization: A Strategy for Developing Leaders is the only book to provide practical advice on how a company can strategically manage coaching initiatives that strengthen organizations and enhance employee engagement and growth. Authors James M. Hunt and Joseph R. Weintraub offer best practices to help organizations deploy developmental coaching that drives leadership and employee effectiveness.

"In this era of the search for low-cost, high-impact organizational improvement, The Coaching Organization is a real godsend. In one well-written reference you have everything you and your organization need to know about creating learning through one of the most available resources: relationships. This is an excellent source for helping people master the skills of coaching, so that your organization can be a place where leaders grow leaders. If you're serious about improving organizational effectiveness, you and many of your colleagues need to read this book."--Douglas T. Hall (06/28/2006) "In this era of the search for low-cost, high-impact organizational improvement, The Coaching Organization is a real godsend. In one well-written reference you have everything you and your organization need to know about creating learning through one of the most available resources: relationships. This is an excellent source for helping people master the skills of coaching, so that your organization can be a place where leaders grow leaders. If you're serious about improving organizational effectiveness, you and many of your colleagues need to read this book."--Douglas T. Hall (06/28/2006) "In this era of the search for low-cost, high-impact organizational improvement, The Coaching Organization is a real godsend. In one well-written reference you have everything you and your organization need to know about creating learning through one of the most available resources: relationships. This is an excellent source for helping people master the skills of coaching, so that your organization can be a place where leaders grow leaders. If you're serious about improving organizational effectiveness, you and many of your colleagues need to read this book." (Douglas T. Hall 2006-06-28) About the Author Dr. James M. Hunt is an associate professor of management and former Chair of the Management Division at Babson College, in Wellesley, Massachusetts. There he teaches leadership, talent development and creativity. James has consulted to numerous business and health care organizations on the development of an organizational coaching capability, executive coaching, and talent development by managers. His current research is on the relationship between creativity, uncertainty and career development. He co-lead the design of Babson's innovative

Talent Management course in the MBA Program and lead the redesign team for Babson's flagship course, Foundations of Management and Entrepreneurship. Formerly, he was faculty co-director of the Babson College Coaching for Leadership and Teamwork Program and a founder and former faculty co-director of the Babson Executive Education Coaching Inside the Organization program, designed for organizational development and human resource professionals. James is coauthor of the book *The Coaching Organization: A Strategy for Developing Leaders*, a groundbreaking study of best practice companies and coaching, published by Sage (2007). Dr. Hunt graduated from the Massachusetts Institute of Technology with a bachelor's degree of science and received a doctorate in business administration from Boston University Graduate School of Management, where he studied career and leadership development and work/life balance; Dr. Joseph R. Weintraub is a professor of management and organizational behavior at Babson College in Wellesley, Massachusetts where he serves as the founder and faculty director of the Babson Coaching for Leadership and Teamwork Program. He is also the faculty director of the Management Consulting Field Experience Program at Babson, an experiential project management program providing consulting services to both the for profit and not-for-profit sectors. Dr. Weintraub is an industrial-organizational psychologist who focuses in the areas of individual and organizational effectiveness including leadership development, coaching, team effectiveness, innovation, and performance management. His work on coaching has received several awards, including the "Management Development Paper of the Year" from the Academy of Management. He is the coauthor of *The Coaching Organization: A Strategy for Developing Leaders* (Sage, 2007). Dr. Weintraub's work has appeared in a number of publications including the MIT Sloan Management Review, Organizational Effectiveness, The Wall Street Journal, the Journal of Management Education, and The European Financial Review. Dr. Weintraub serves as Faculty Director at Babson Executive Education, where he is the cofounder and codirector of Coaching Inside the Organization, an innovative certification program for internal organizational coaches. In addition to his work at Babson, Dr. Weintraub is also president of Organizational Dimensions, a management consulting and assessment firm based in Wellesley. He spends much of his consulting practice in helping organizations to develop their own coaching managers. He also develops and delivers leadership development programs in a variety of organizations around the world. His clients have included General Electric, Bose, Fidelity Investments, Citizens Bank, EMD Serono, Boston Children's Hospital, Ocean Spray, and T-Mobile. He is also the co-developer of InnoQuotient, a comprehensive survey tool that measures the culture of innovation in organizations. Dr. Weintraub received his B.S. in psychology from the University of Pittsburgh and both his M.A. and Ph.D. degrees in industrial-organizational psychology from Bowling Green State University. He can be contacted at [weintraub@babson.edu](mailto:weintraub@babson.edu).