

OL 707: Mentoring and Coaching

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Source One:

Title: "The Heart of Laser-Focused Coaching: A Revolutionary Approach to Masterful Coaching" by Marion Franklin

Publication Year: 2020

Publisher: Red Wheel/Weiser

Comment 1:

Marion Franklin's book explores specific coaching methods that create meaningful and effective coaching sessions. It focuses on a way of coaching that helps coaches go beyond surface problems to address the root of their clients' issues.

Quote/Paraphrase:

"True mastery in coaching comes from the ability to focus intensely on the client's real issues, asking laser-focused questions that provoke thought and inspire growth."

Essential Element:

This book focuses on mentoring and coaching by offering clear strategies for running effective coaching sessions. It highlights the need for asking specific questions and really listening to others.

Additive/Variant Analysis:

Franklin's approach is additive. It improves current coaching methods by offering clear, practical techniques that go deeper into topics instead of just skimming the surface. It stands out from

traditional coaching books by focusing on asking sharp questions and having meaningful conversations.

Contextualization:

The methods outlined in this book are especially valuable for professional settings where coaching must be both quick and impactful. It offers coaches practical tools and techniques that allow them to make meaningful changes within a limited timeframe. This is important in busy workplaces, where efficiency is key, as it enables coaches to provide effective support and guidance without taking too much time away from day-to-day operations.

Source Two:

Title: "Coaching for Performance: The Principles and Practices of Coaching and Leadership" by John Whitmore

Publication Year: 2020

Comment 1:

John Whitmore's book refreshes the traditional coaching ideas to address the current challenges that today's leaders and coaches face. It blends basic coaching principles with modern leadership practices to improve how organizations perform.

Quote/Paraphrase:

"Coaching is as much about asking the right questions as it is about guiding answers. It's about unlocking a person's potential to maximize their own performance."

Essential Element:

This book corresponds with the Role **of the leader in mentoring and coaching** as it integrates coaching with leadership, providing a framework for leaders to boost a coaching culture within their organizations.

Additive/Variant Analysis:

Whitmore's book builds on traditional coaching ideas by adding new leadership techniques and insights. This means it not only continues the work of earlier coaching theories but also takes them to the next level. By combining established concepts with fresh approaches, the book offers readers a more complete understanding of coaching in today's world.

Contextualization:

This book is perfect for leaders in businesses and corporate environments. It provides helpful advice on how to use coaching to improve the performance of both individual employees and entire teams. By applying the strategies in the book, leaders can support the bigger goals of their organization. The guidance includes practical tips and techniques that can be easily used in everyday situations, making it easier for leaders to motivate their teams and help them succeed.

Source Three:

Title: "The Heart of Coaching Supervision: Developing Transformational Coaches"

Authors: Eve Turner and Stephen Palmer

Publication Year: 2019

Comment 1:

Turner and Palmer's book explores how important coaching supervision is for creating effective and transformational coaches. It shares a variety of ideas and techniques from well-known experts in the coaching field. The book highlights how supervision can help coaches grow and improve their skills, making them better at their job. Through these insights, readers can learn valuable practices that contribute to their development as coaches and ultimately enhance the coaching experience for their clients.

Quote/Paraphrase:

"The essence of good coaching lies not just in the skills of the coach but in their ability to reflect and adapt, a process honed through effective supervision."

Essential Element:

This book aligns with **Elements of mentoring and coaching** as it addresses foundational aspects of coach development through supervision, emphasizing the enhancement of coaching skills and the promotion of reflective practice.

Additive/Variant Analysis:

The book is additive in that it brings together expert knowledge and real-life examples that show the advantages and methods of coaching supervision. This is an important topic that doesn't always get much attention in books about coach development. Instead of focusing on specific coaching techniques, it takes a different approach by highlighting how the supervisory relationship can serve as a valuable tool for growth and development.

Contextualization:

In workplaces where the quality of coaching affects results, this book is an important tool for coaching professionals who want to improve their skills. It is especially helpful for those wanting to enhance their coaching to make a bigger impact, benefiting both individuals and the organization as a whole.

Source Four:

Title: "Workplace Coaching: A Meta-Analysis and Recommendations for Advancing the Science of Coaching"

Authors: Bozer, G., & Delegach, M.

Publication Year: 2019

Comment 1:

This article reviews many studies to analyze how effective workplace coaching is. It offers a clear summary of the findings, showing how coaching can positively influence employee performance and contribute to the overall success of organizations. By looking at various research, it highlights the specific ways coaching helps employees improve their skills, boost their motivation, and achieve better results, which in turn benefits the company as a whole.

Quote/Paraphrase:

"The cumulative evidence supports the significant positive effects of workplace coaching on both individual performance and team dynamics, underscoring the need for well-structured coaching programs."

Essential Element:

This article aligns with **Mentoring and coaching dynamics in professional settings** as it explores the impact and effectiveness of coaching within an organized work environment.

Additive/Variant Analysis:

The article contributes to current research by gathering information from several studies, which helps provide a stronger analysis of how effective coaching is. It also shares new ideas about the

factors that improve coaching results, showing a wider and more evidence-based view rather than just focusing on single examples.

Contextualization:

This analysis gives useful advice on how to set up and assess coaching programs in HR and organizational growth. It's especially helpful for HR staff and leaders who want to create coaching strategies that improve performance and support professional development.

Source Five:

Title: "Coaching Questions: A Coach's Guide to Powerful Asking Skills" by Tony Stoltzfus

Comment 1:

The book focuses on how to create questions that lead to meaningful discussions. With many examples and stories, Stoltzfus gives readers helpful tools to improve communication and build strong connections with clients. He also talks about the importance of listening carefully and showing understanding in coaching, highlighting how these skills work hand-in-hand with asking great questions.

Quote/Paraphrase:

The author illustrates the impact of asking "powerful questions that drive to the heart of the issue," which are key to unlocking a client's potential.

Essential Element:

This source is associated with **Elements of Mentoring and Coaching**, he highlights the key skills needed for effective coaching, especially the skill of asking questions that encourage people to discover more about themselves and grow personally.

Additive/Variant Analysis:

Stoltzfus's work is additive as It gathers a wide range of questioning techniques that improve the coaching process, along with practical examples and situations. Unlike other coaching books, it specifically highlights questioning as a key tool for effective coaching.

Contextualization:

By improving their questioning skills, coaches can provide better support to clients in different work environments. This not only helps clients find solutions but also encourages them to think more deeply about their challenges. As a result, the book is particularly useful for anyone who wants to be more engaged and effective in their coaching roles, helping them build stronger connections and foster greater growth in their clients.

Source Six:

Title: "Workplace coaching: a meta-analysis and recommendations for advancing the science of coaching"

Authors: Janis A. Cannon-Bowers, Clint A. Bowers, Catherine E. Carlson, Shannon L. Doherty, Jocelyne Evans, Julie Hall

Publication Year: 2023

Comment 1:

This detailed analysis by Cannon-Bowers and his team looks at how effective workplace coaching is. It combines findings from different studies to provide a clear view of how coaching affects results in organizations.

Quote/Paraphrase:

"The findings confirm that workplace coaching significantly enhances both individual performance and broader team dynamics, suggesting a robust link between tailored coaching interventions and enhanced organizational metrics."

Essential Element:

Performance Improvement Plans - The article contributes significantly to understanding how structured coaching interventions can be part of effective performance improvement plans within organizations.

Additive/Variant Analysis:

This work is additive as it gathers and examines a wide range of data from various studies, giving a better understanding of how effective coaching is compared to earlier studies that looked at just one aspect. It stands out by using new and thorough methods to update the existing theories and evidence about coaching effectiveness.

Contextualization:

The findings from this analysis are extremely helpful for HR professionals and leaders in organizations as they create and run coaching programs to boost performance and reach their strategic goals. By using these insights, HR professionals can tailor their coaching approaches to effectively address the unique needs of their teams, fostering an environment of continuous growth and development.

Source Seven:

Title: "Building a committed workforce: the synergistic effects of coaching leadership, organizational self-esteem, and learning goal orientation"

Authors: Leilei Tang, Mengjuan Shi, Yu Liu, Yizhi Liu, Bingcheng Yang

Publication Year: 2024

Comment 1:

In this study, Tang, Shi, Liu, Liu, and Yang examine the subtle ways that coaching leadership influences employee engagement, focusing on how factors like organizational self-esteem and learning attitudes help to strengthen these effects.

Quote/Paraphrase:

"Coaching leadership not only directly enhances employee engagement but also cultivates an environment where self-esteem and learning orientation thrive, leading to a more committed and capable workforce."

Essential Element:

Role of the Leader in Mentoring and Coaching - This research provides critical evidence on the role of coaching leadership in fostering an organizational culture that supports mentoring and coaching effectively.

Additive/Variant Analysis:

This article offers fresh perspectives on how different leadership styles, especially coaching leadership, affect employee engagement. It differs from traditional studies by including organizational self-esteem and learning goals as important factors in this process.

Contextualization:

The findings are especially important for building better organizational strategies. They provide useful ideas for leaders when creating leadership development programs that encourage stronger engagement and better performance. By incorporating these insights, leaders can design programs that not only focus on skill development but also foster a supportive environment where employees feel valued and motivated to contribute.

References

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