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Beyond Goals

Effective Strategies for Coaching and Mentoring

Susan David, David Clutterbuck and David Megginson

'The range of perspectives and the depth of coverage in this volume will encourage more reflective and effective engagement to help clients change what matters. I'm adding it to our "must-read" list for coaching supervisors.'

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'Beyond Goals is an educative, highly readable and compelling analysis of standard practices in goal setting for individuals and business...'

An inspirational and invaluable resource for all those involved with mentoring and coaching.'

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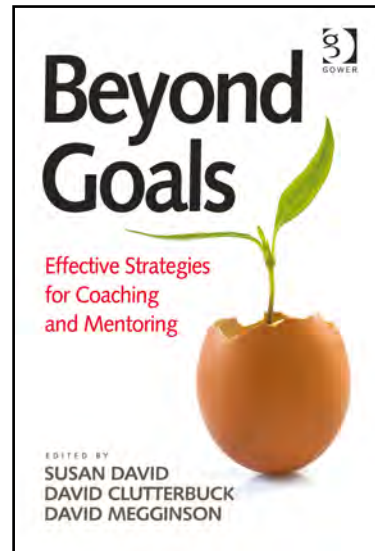
'Goals can be meaningful, purposeful, and useful for individuals and organisations. This book provides excellent information on the history and evolution of goals and goal setting, and deep insight into how we as coaches, mentors, and managers can support our clients in practice.'

Diane Brennan MBA, MCC, Past President International Coach Federation

'Finally an academically sound and engrossing recognition that goals in coaching are simultaneously central and irrelevant. Demonstrating life's elegant non-linearity, the authors ask us to question current coaching lore and to build an up-to-date understanding of the real nature of goals in coaching and mentoring. A mind-opening feast.'

Nancy Kline, Founding President, Time To Think

The definitive volume on goals in coaching and mentoring.



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Beyond Goals advances standard goal-setting theory by bringing together cutting-edge perspectives from leaders in coaching and mentoring. From psychology to neuroscience, from chaos theory to social network theory, the contributors offer diverse and compelling insights into both the advantages and limitations of goal pursuit. The result is a more nuanced understanding of goals, with the possibility for practitioners to bring greater impact and sophistication to their client engagements. The implications of this re-assessment are substantial for all those practicing as coaches and mentors, or managing coaching or mentoring initiatives in organizations.

Contents:

Foreword; Preface; Goals: a long term view, *Susan A. David, David Clutterbuck, David Megginson and Christina Congleton*; Goals in coaching and mentoring: the current state of play, *David Clutterbuck and Susan A. David*; Researching goals in coaching, *Susan A. David, David Megginson and Christina Congleton*; New perspectives on goal setting in coaching practice: an integrated model of goal-focused coaching, *Anthony M. Grant*; Self-determination theory within coaching contexts: supporting motives and goals that promote optimal functioning and well-being, *Gordon B. Spence and Edward L. Deci*; A social neuroscience approach to goal setting for coaches, *Elliot Berkman, Ruth Donde and David Rock*; Putting goals to work in coaching: the complexities of implementation, *Siegfried Greif*; The coaching engagement in the 21st century: new paradigms for complex times, *Michael J. Cavanagh*; Goal setting: a chaos theory of careers approach, *Jim E.H. Bright and Robert G.L. Pryor*; When goal setting helps and hinders sustained, desired change, *Richard E. Boyatzis and Anita Howard*; The goals behind the goals: pursuing adult development in the coaching enterprise, *Robert Kegan, Christina Congleton and Susan A. David*; GROW grows up: from winning the game to pursuing transpersonal goals, *Sir John Whitmore, Carol Kauffman and Susan A. David*; Goals in mentoring relationships and developmental networks, *Kathy E. Kram, Susan A. David and Christina Congleton*; Emergent goals in mentoring and coaching, *Laura Gail Lunsford*; Goal setting in a layered relationship mentoring model, *Maggie Clarke and Sarah Powell*; Working with emergent goals: a pragmatic approach, *David Clutterbuck*; The way forward: perspectives from the editors, *Susan A. David, David Clutterbuck and David Megginson*; Index.

About the Editors:

Dr Susan David, a leading expert on coaching, is a founder and co-director of the Institute of Coaching at McLean Hospital of Harvard Medical School, and CEO of Evidence Based Psychology, a leadership development and management consultancy that advises global organizations.

Professor David Clutterbuck is Visiting Professor at Oxford Brookes and Sheffield Hallam Universities and heads the UK Research Committee of the European Mentoring and Coaching Council. Clutterbuck has been listed amongst the most influential thinkers in Human Resources and top business coaches in the UK.

David Megginson is Emeritus Professor at Sheffield Hallam University and founder of its Coaching and Mentoring Research Group. Megginson was Professor of Human Resource Development at the University. He has been co-chair of the European Mentoring and Coaching Council.

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