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Nota di contenuto	Intro -- Title page -- Copyright -- Dedication -- Table of Contents -- Foreword: A CEO's Journey through Coachin -- Acknowledgments -- About the Editors -- Introduction -- Part I Self-Insight -- 1 Great Leaders Are Confident, Connected, Committed, and Courageous -- 2 Six Interconnected Perspectives for Coaching -- 3 Dealing with Your Demons as a Startup Founder -- 4 Crafting a Grow-Forward Development Pathway -- 5 In Pursuit of Identity and Inclusion -- 6 Making the Most of Feedback -- 7 A Proven Technique to Ensure Your Leadership Measures Up -- Part II Communication Skills -- 8 The Highs and Lows of Communication -- 9 How to Develop the Authentic Leader in You -- 10 The Culturally Fluent Leader: When Leading Across Differences, Your Style May Need to Change -- Part III Interpersonal Relationships -- 11 The Five Basic Needs of Employees. How Leaders Can Recognize and Use Them -- 12 Steve: The Smartest Guy in the Room -- 13 How Powerful Leaders Create Safety: View from Both Sides

of the Desk -- 14 How "Face" Can Help You Manage Up -- 15 "The Payoff from Listening" -- 16 The Necessary Reckoning of Corporate America -- Part IV Emotional Intelligence -- 17 Managing Our Out of Control Feelings -- 18 How to Deal with Deeper, Coaching-Resistant Behaviors -- 19 Coaching for Conflict Management -- 20 The Cavalry Isn't Coming -- Part V Empowering Others / Delegation -- 21 The Importance of Leadership Agility -- 22 Coaching Perfectionists -- 23 Coaching an Executive Client Out of Micromanagement -- 24 Establishing Overwhelming Presence as a Managing Director -- 25 Letting Go: One Founder's Journey From Doing to Dreaming -- Part VI Coaching Others -- 26 Motivating Others to Learn and Change -- 27 The Leader as Coach -- 28 The Five Most Important Qualities in Coaching Your Employees: Anywhere in the World -- 29 The S Curve of Learning. Part VII Managing Change -- 30 Leading in Times of Change -- 31 Coaching the Team Leader -- 32 Coaching and Culture Transformation for Sustainable Results -- 33 Agile Servant Leadership Is Not Fluffy -- 34 Leading Teams through Crisis -- 35 Letting Go of Certainty -- Part VIII Transition Management -- 36 Your First Hundred Days -- 37 Managing Self Doubt After a Promotion -- 38 Self as Leader -- 39 Executive Transition -- Part IX Execution -- 40 Objectives and Key Results -- 41 Identifying and Approaching Different Types of Problems -- 42 A Leader's Courage for a Team's Success -- 43 The Pause for Progress -- 44 There Is No Such Thing as Work/Life Balance -- 45 The Leadership Success Definition Should Include Impact (and Maybe ROI) -- Part X Career Development -- 46 From C-Suite to CEO: How to Get Promoted & Survive the Leap -- 47 Personal Leadership Brand: How to Take Control of How You "Show Up" -- 48 Decision-Making - Cutting Through the Fog of Shoulds and Fears -- 49 Future-Proof Yourself for Complex, Disruptive Times: Learning Faster Than the Pace of Change -- 50 How to Select a Coach -- Further Resources -- Your Personal Board of Directors: Contributor Biographies -- Index -- End User License Agreement.

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## Sommario/riassunto

"You may have heard of this field of "executive coaching" by now. Perhaps only 40-ish years old as a profession, coaching has experienced meteoric growth over the past two decades. There are a now estimated 70,000 coaches worldwide. Various estimates place the industry at anywhere from \$2 billion up to \$15 billion per year (US dollars). In the 1980s to early 90s, coaching was initially used mostly for those "problem children" leaders who were in trouble as a last-ditch effort to fix them (or to pretend to try) before letting them go. Coaching was often done in secret, with the coach visiting surreptitiously (or meeting at an undisclosed location), with nearly no one knowing about it - even the coaching invoice line item description would be changed to keep prying eyes from noticing. One coach once told us she had a reputation as "the angel of death" - when she showed up, people knew her leader was on his/her final days. Today coaching is often seen as a badge of honor - a sign that a company wants to invest in your growth and development. Coaching for performance problems has actually decreased steadily in use throughout the years. In our (Underhill) 2018 study, 1/3 of coaches reported coaching for performance problems, which decreased to only a quarter in 2020. A 2007 Harvard Business Review study found that just 12% of assignments were used to address derailing executives"--

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