

1. Record Nr.	UNINA9910963813903321
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Titolo	Coaching for emotional intelligence : the secret to developing the star potential in your employees / / Bob Wall
Pubbl/distr/stampa	New York, : Amacom, c2007
ISBN	9786611126575 9781621983484 162198348X 9781281126573 1281126578 9780814430149 0814430147
Edizione	[1st ed.]
Descrizione fisica	1 online resource (238 p.)
Disciplina	658.3/124
Soggetti	Employees - Coaching of Emotional intelligence - Study and teaching Performance - Psychological aspects Career development - Psychological aspects Management - Psychological aspects
Lingua di pubblicazione	Inglese
Formato	Materiale a stampa
Livello bibliografico	Monografia
Note generali	Description based upon print version of record.
Nota di bibliografia	Includes bibliographical references (p. 211-213) and index.
Nota di contenuto	Contents; Acknowledgments; Introduction; PART I: THE IMPACT OF EMOTIONAL INTELLIGENCE ON COACHING AND DEVELOPMENT; 1 Understanding Emotional Intelligence; The Emergence of Emotional Intelligence: Why Sheer Brainpower Just Isn't Enough; Defining Emotional Intelligence; Lynn's Model of Emotional Intelligence; Mastery of Mission, Vision, and Guiding Principles; Self-Awareness and Self-Control; Empathy; Social Expertness; Personal Influence; Skill Application; Reflections; 2 The Role of Emotional Intelligence in Professional Success; Emotional Intelligence and the Complexity of Work Emotional Intelligence and High IQ Professions Emotional Intelligence and Leadership; Matching Emotional Intelligence to the Position: The

Simmons EQ Profile; Reflections; 3 How Emotional Intelligence Raises the Bar for Coaching; The Scarcity of Coaching in the Workplace; Why Managers Don't Coach As Often As They Should; The Impact of Emotional Intelligence and Coaching Provided by Managers; Performance Management vs. Coaching for Emotional Intelligence; Reflections; 4 Coaching and the Diversity of the Human Experience; The Influence of Genetics; Growing Up in a Small Town Formative Circumstances and Experiences Everyone Has a Story; Reflections; PART II: COACHING FUNDAMENTALS; 5 Personal Connections: Laying the Foundation for Coaching; Work and Leadership in the Industrial Age; Sweeping Change: Leadership in the Information Age; Can Coaching Have an Impact on Emotional Intelligence?; Five Requirements for Effective Coaching; Reflections; 6 Improving Your Descriptive Skills; Good Coaching Makes Performance Appraisals Easier; Describing Performance: Elemental Skills for Coaching; Describing Performance in Need of Improvement Describing Performance That Meets Your Expectations Skill Development; 7 So Now What Do You Say? A Structured Format for Coaching; Opening Statement; Observation; Impact; Request; Skill Development; PART III: FROM THEORY TO PRACTICE: COACHING IN THE REAL WORLD; 8 Praise: Such a Small Effort-Such a Huge Return; Delivering Praise; Why Don't Managers Praise More?; Guidelines for Effective Praise; Structured Format for Praise; Praise to Acknowledge Performance; Praise to Acknowledge Emotional Intelligence; Reflections; Skill Applications; 9 Corrective Coaching for Job Performance Questions Often Asked About Corrective Coaching Formulating Corrective Coaching; Examples of Corrective Coaching for Performance; Skill Development; Skill Applications; 10 Corrective Coaching to Develop Emotional Intelligence; Core Beliefs; Behaviors That Require Coaching; Four Steps in Coaching for Emotional Intelligence; Spontaneous Coaching; Skill Development; Skill Applications; 11 Preparing for a Formal Coaching Interview; Gathering and Recording Information; The Coaching Preparation Worksheet; Skill Application; 12 Structuring the Formal Coaching Interview The Formal Coaching Interview Form

Sommario/riassunto

To bring out the best in your employees, remember that performance is only the beginning.
