



Challenging Coaching: Going Beyond Traditional Coaching to Face the FACTS

By John Blakey, Ian Day

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Challenging Coaching is a real-world, timely and provocative book which provides a wake-up call to move beyond the limitations of traditional coaching. Based on the authors' extensive experience working at board and management levels, they suggest that for far too long coaching approaches have shied away from adopting a more challenging stance - a stance that can provoke greater performance and unlock deeper potential in business leaders and their teams.

The authors detail their unique FACTS coaching model, which provides a practical and pragmatic approach focusing on Feedback, Accountability, Courageous goals, Tension and Systems thinking. The authors explore FACTS coaching in theory and in practice using case studies, example dialogues and practical exercises so that the reader will be able to successfully challenge others using respectful yet direct techniques.

This is an original and thought-provoking book that dares the reader to go beyond traditional coaching and face the FACTS.

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- Sales Rank: #368092 in Books
- Brand: imusti
- Published on: 2012-04-05
- Original language: English
- Number of items: 1
- Dimensions: 9.13" h x .88" w x 6.13" l, .96 pounds
- Binding: Paperback
- 228 pages

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Editorial Review

Review

I have experience of working with both John and Ian and have found their FACTS method of coaching both energises individuals and ensures alignment with company goals. Any coach who truly wants to add value to the bottom line of their clients should take note of the key messages in this book and not be afraid to challenge the established 'comfortable norms', particularly in these uncertain and increasingly competitive economic times.**?Yvonne Spalding - Director, Group Professional Services, SSP Ltd.**

This book makes an important contribution to the evolution of coaching as a profession. The authors pose a provocative challenge to the coaching profession to raise their game to better support and challenge individuals and organisations, in service of the wider environment. The book offers new insight for business leaders and coach practitioners alike and is aligned to the most contemporary leadership literature.**?Sue Mortlock - Head of Board Development, NHS Institute for Innovation and Improvement**

Right on target. This book is so practical it reads like a Haynes manual for a style of coaching and leadership based on real human values rather than abstract processes. Notions such as courageous goal setting, feedback as the 'loving boot', the 'player coach' and the 'R' word (responsibility!) particularly rang true for me. These are powerful ideas consistent with my own belief that leadership takes place on the pitch not on the side-lines. I loved it.**?Andrew Gould, CEO UK, Jones Lang LaSalle**

Not just for the coaches. This book is critical reading for any business leader seeking to take an honest and challenging approach to developing their people, as well as anyone seeking to add robustness and realism to their business relationships.**?Scott Sundermann - Managing Director, Healix Group**

Importantly, this book challenges coaches too by giving them permission to break some of the 'golden rules' of coaching. John and Ian show how the FACTS model can help leaders deploy tough coaching skills with the humility that will be necessary to engage and motivate the modern workforce. This is an excellent contribution to the advancement of executive coaching. I hope that others will wake up to this important challenge through reading and re-reading this timely book.**?Sir John Whitmore (from the foreword)**

This is a real-world, practical, easy to understand approach to a more challenging style of coaching. A style that is needed to help leaders sit back and think of different solutions and new mind sets in a more uncertain business world. For leaders who are driving for higher performance the FACTS model will allow them to adopt a challenging style but one which, crucially, is respectful rather than threatening in its impact.**?Tony McCarthy - Group HR Director, ENRC plc**

We believe in 'challenging you to be the best you can be' and this is the first book to endorse that perspective and brilliantly demonstrates how to do it responsibly. Definitely a core text on our coach training programmes.**?John Leary-Joyce - CEO Academy of Executive Coaching**

This new book makes an important contribution to the coaching literature. Blakey and Day challenge all coaches to look at ourselves and how we work to help our clients - both individuals and their organisations. Whilst this might be an uncomfortable experience for us as a profession it is as important that we do it for ourselves as we do with our clients.**?Ian Saunders - Associate Fellow, Said Business School, Oxford University**

This is a terrific book that should provoke and challenge coaches to 'up their game' and thus provide more value to individuals and also, vitally, to their organisations. The philosophy, observations, process and tools that John and Ian describe are very consistent with my and my colleagues' approach. Read it and I believe you will improve your coaching. **Graham Alexander - Founder of The Alexander Corporation, originator of the GROW Model, and author of Supercoaching and Tales From the Top**

This is a book that is at the same time inspiring and transformational. Inspiring because it reinforces the motivational aspects of coaching and transformational because it progresses the discipline in light of today's business environment. I recommend this book to all coaches who wish to challenge conventional coaching techniques. **Julian Wais - Director of Investor Relations, Cobham plc**

About the Author

John Blakey (Author)

John Blakey is a coach to board-level leaders around the globe, having worked in the US, UK, Australia, Holland, Sweden, Norway, Belgium, Portugal, Czech Republic, Malaysia, India, France, and Germany in recent years. In his corporate career he was international managing director at Logica plc and later its director of coaching, the first such role in a FTSE250 organization. In the 1990s he was consulting director of Team121 Ltd, one of the fastest-growing private companies in the UK. He has an MSc in Information Systems, an MBA from Aston Business School, and is a PCC credentialed coach with the International Coach Federation. He features regularly as a conference speaker and writer on the topics of executive coaching, organizational change, and business growth. John's work draws upon a broad range of influences including his passion for systems thinking, his Christian faith, his expertise in t'ai chi and his extensive work with Olympic athletes and their coaches.

Ian Day (Author)

Ian Day is a coach, facilitator, and speaker working at board level for large international clients. Ian graduated with a degree in psychology and spent over 20 years in human resource and development roles in a variety of large organizations within the leisure and tourism, healthcare and utilities sectors, including head of talent for an international FTSE100 group, responsible for groupwide talent management, leadership development, executive coaching, and performance management. In this role Ian was coached, which was an inspiring turning point in his life and led him to study for an advanced diploma in coaching and mentoring, a certificate in counselling, and to his current work as a leadership consultant. Ian's interest in psychology has never left him as he applies models and theories in his work with individuals and teams, frequently using psychometric personality profiles to create within clients the awareness and energy to change.

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Introduction: Foreword by Sir John Whitmore PhD, author of Coaching for Performance

This book breaks the mold of traditional coaching approaches to challenge coaches and their clients to achieve courageous goals that sustainably transform bottom line performance.

Based on the authors' extensive experience working with international Board level teams, it suggests that for too long coaches have shied away from adopting a more challenging stance in their work - a stance that can provoke greater performance and unlock deeper potential in business leaders and their teams. In particular, the authors offer a new coaching approach, FACTS, to help coaches develop this challenging stance.

The FACTS approach with its emphasis on Feedback, Accountability, Courageous Goals, Tension and Systems Thinking is explored in theory and in practice using case studies, example dialogues and practical exercises. Long held coaching principles such as being non-directive, building rapport and holding to the

client's agenda are put under the spotlight with the authors questioning their relevance to a 21st century business environment where the needs of the wider business must take precedence over the 'me me me' of any specific executive.

This is a timely wake up call for anyone who is responsible for the performance of others - be they coach, business leader or leadership development expert. An original and thought-provoking message that dares the reader to face the FACTS, and accept the coaching challenge.

Users Review

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