

CHAPTER 1



The Coaching Landscape

by **Linkage, Inc.**

Coaching is exploding as an industry. Today, more and more coaches, from an ever-widening circle of backgrounds and schools of thought, offer their services to organizations and individuals. The need within organizations, particularly at senior levels, for this form of development work has grown at an equally rapid rate.

As coaches ourselves, we care deeply about the work that we do and the profession we represent. We are aware that there is a great deal of debate in the field today. What is best practice? What is the optimal length of a coaching engagement? Who is the client—the coachee or the organization paying the bill? How should impact and return on investment be measured? What is the line between personal and business issues? How can confidentiality be preserved when supervisors and colleagues are part of the mix? Should coaching be limited to top executives or extended to deeper levels of the organization? What are the benefits of using external coaches rather than internal coaches and vice versa?

As with any new discipline, much remains to be settled. In this book, we define coaching, describe some categories it falls into, outline the skills and attributes that we think make for best practice, and guide clients and coachees to maximize the impact of their coaching engagements. In short, we hope to provide some of the structure that a relatively new and rapidly expanding field needs.

Our perspectives derive from personal experience, extensive research, and much discussion. Nevertheless, we recognize that, like coaching itself, our views are evolving. Although we hope to mark out territory that will come to be adopted as an industry standard, we also want to engage in an

open dialogue. In fact, this book has been designed not as a final declaration, but as one volume in a series of observations and analyses of trends, best practices, and leading-edge thinking. As such, we invite coaches and clients alike to join the debate. We want to encourage an inflow of other viewpoints, experiences, and perspectives. Perhaps, in the best of all outcomes, this book will serve as a forum to maximize the impact of coaching, by being rigorous, critical, and forward-thinking about how coaching can meet the needs of those we aim to serve.

Our Methodology

Working in conjunction with the editors, we designed this book with three constituents in mind: the coach, the coachee, and the client organization. We developed our conclusions by triangulating a number of data streams.

First, we held extensive conversations with more than 50 top coaches and recognized thought leaders working today. Each coach provided us with a profile of his or her own personal philosophy and area of expertise by describing his or her approach, methodology, and attributes. From those interviews and profiles, we developed our ideas of coaching by category and best practice. We also learned a great deal about the trends and issues shaping the field.

Second, we surveyed coaches and organizations, primarily in North America but with some representation all over the world, to determine how coaching services are being bought and sold in the marketplace. This research gave us an indication of what consumers are looking for, what coaches are providing, how much is being spent, what areas are considered to be priorities for the future, and how all of this has changed in recent years.

Finally, by doing a wide literature search and analyzing the emerging trends and findings, we looked at what others are saying about coaching. In one chapter, we present our conclusions about the most critical of all current issues: How the impact of coaching should be measured in terms of return on investment.

Although we have drawn our conclusions from this three-pronged approach, the observations are there for anyone to interpret on his or her own. This book represents a collection of views rather than a statement of fact. There are many valuable opinions, perspectives, and approaches that can be lifted from the pages that follow.

We divided the content into four sections:

Part I: Working with Coaches. Includes an overview and summation of what we considered to be the latest thinking on how to select the right

coach as well as best practices in partnering with a coach for maximum impact. Both were written for the client/coachee/consumer perspective.

Part II: 50 Top Executive Coaches. Fifty profiles of top coaches are divided into five coaching categories.

Part III: Internal Coaching. A look at trends in building internal coaching systems as well as an essay on the very topical issue of developing the “leader as coach” capability.

Part IV: The Coaching Almanac. Includes an analysis of trends, an overview of the coaching marketplace, and a discussion of the latest thinking on the issue of return on investment.

Linkage’s 50 Top Executive Coaches

How They Were Selected and Who They Are

In trying to find 50 of the top coaches in North America, we began the search by examining our own large customer base of over 100,000 representatives in business, government services, and nonprofits. We regularly seek such advice on who should be featured in our national conferences, institutes, workshops, summits, and other internal and external programs. As a result, we are frequently a referral source for external and internal coaches. With this in mind, we asked who our customers consider to be the top executive coaches. We developed our primary list from this survey. We then went to the experts and asked the world’s top thought leaders who they considered to be the top coaches. After much interviewing, using a rigorous process of de-selection, we made our choices and determined our coaching classifications (for more detail, see below).

Our customers’ first choice as a speaker on executive coaching was Marshall Goldsmith. Marshall’s keynotes on behavioral coaching at Linkage events have always received the highest ratings. In the past two years, his work in coaching has been featured in a *New Yorker* profile, a *Harvard Business Review* interview, and a *Business Strategy Review* (London Business School) cover story. Marshall has also been listed in the *Wall Street Journal* as a “top 10” executive educator, in *Forbes* as one of five leading executive coaches, in the *Business Times* (of Asia) as one of 16 top thought leaders of his field, and in *Fast Company* as America’s preeminent executive coach. He was, without question, an easy decision and a logical place to begin our search.

Marshall agreed to sign on and become a coeditor of the book. We strongly agree with one of Marshall's basic beliefs about coaching. There is no one "best coach" who fits all situations. The best coach is the coach who has unique skills that fit the specific needs of the coaching client. For example, Marshall only does coaching that is related to leadership behavior. He does not do strategic coaching, organizational development, or life planning.

We next decided to focus on the various *types* of coaching and tried to find great representatives from these categories. As you review our list of 50 leading coaches, you will see frequent references to our Linkage customer base. For example, three of our most requested speakers are Beverly Kaye (career development and retention), Roosevelt Thomas (diversity), and Warner Burke (organizational development). All of these thought leaders have coaching practices in their various fields and are on our list of 50 coaches. We have also tried to build on research that has been done in related studies by publications like the *Wall Street Journal*, *Forbes*, *BusinessWeek*, and *Fortune*.

Rather than focus on business school professors or independent consultants, we decided to include both. Many professors, like C. K. Prahalad, have very active practices in coaching and advising top executives. Many consultants, like Jim Kouzes, sometimes work in university executive education. To the person being coached, it probably doesn't matter. Top executives want the best advice from the best people.

Every "50 top" list has to have limits. We decided not to include coaches or consultants in technical or functional fields. There are great coaches and advisors in marketing, sales, finance, accounting, operations, and information technology who are not in this book. We decided to focus only on coaching that related to the various aspects of *leadership*—from strategic leadership (at the macro level) to changing individual behavior (at the micro level). We also decided not to include internal coaches who are currently employed by major corporations. Although these internal coaches may be doing a great job, they will not be available to help the readers of this volume. Our book is also limited to coaches who are currently in North America. Although there are fantastic coaches around the world, we realized that we do not have enough information at the present time to do a high-quality assessment of global talent.

Selecting Categories for Types of Coaching

To say, "I am an executive coach," may seem meaningless. An important question is "Coach who to what?" There are many types of coaching and advising. Even narrowing the field to coaching that is related to leadership left a wide

range of options. Some executive coaches are helping people plan their lives; others are helping clients become more effective leaders of people; some are changing organizations and others are discussing global strategy. Although there are some overlaps in coaching categories, there are also some vast differences. For example, Vijay Govindarajan focuses on business issues, not behavioral issues, while Marshall Goldsmith focuses on behavioral issues, not business issues. Neither is “better” or “worse.” Both are experts in their own fields and are readily willing to state what they *don’t* do.

In determining the categories for types of coaching, again in close conjunction with the editors, we began with the micro level (changing individual leadership behavior) and moved on to the macro level (determining global strategy). In settling on five categories for coaching, we realize that we do not have a perfect classification. There are many other ways in which we could have “sliced the pie” of coaching. On the other hand, these five categories are a start. We hope that they help you better understand the different types of coaching and how to select a coach that more closely fits the needs of the coaching client. We reserve the right to change and modify these categories over the years as our knowledge of the field of coaching grows.

Coaching Leaders/Behavioral Coaching

Behavioral coaches focus on helping leaders achieve a positive long-term change in interpersonal behavior. They give advice on how leaders can build better relationships and become more effective in motivating people. Although the coaches represented in this book tend to work with executives, this type of coaching can be useful for all leaders, including first-line supervisors. Most people who call themselves executive coaches specialize in behavioral coaching. Most requests for coaching involve behavioral issues.

Career/Life Coaching

Career or life coaching frequently crosses the line between personal coaching and business coaching. Nevertheless, the coaches in this category saw their work on personal growth, career development, and life issues as having demonstrable value to the organization. The degree to which this tension was an issue is related to the natural difficulty that businesses that are oriented to the bottom line have in connecting the more holistic needs of today’s knowledge workers with the challenge of making the numbers. In one way, this group of coaches may do work that is broader than that of behavioral coaches; they spend more time on personal values, personal

mission statements, and the broader aspects of life. In another way, these coaches may do work that is narrower than that of behavioral coaches; they focus on the intrapersonal world of one person more than the interpersonal connections with a group.

Coaching for Leadership Development

In selecting categories, it seemed important to distinguish between coaches who help leaders become more effective individual leaders, and coaches who help leaders and organizations develop leaders. Coaches in this category ran the gamut of activities from helping an organization develop a cadre of leaders who are great coaches to helping install leadership development programs and systems that ensure an ongoing pipeline of great leaders. Some of these coaches play the role of coach as teacher while others played the role of coach as architect. As opposed to the first two categories, most coaches in this category were striving to help large numbers of leaders or the entire organization, not just the individual or team.

Coaching for Organizational Change

This group of coaches focused largely on the execution of organizational change. They engage in a wide variety of challenges, including the organization's capacity for innovation, its view on strategic diversity, its implementation of a merger, and its ability to execute a new strategy. The coaches themselves were defined primarily by the fact that they worked closely with a number of senior leaders (and their teams) to make the change initiative a success.

Strategy Coaching

Our strategic coaches worked at the most senior levels, helping top executives set the tone for the long-term direction of the organization. Some coaches worked primarily with the CEO, others with the senior team, still others with "converts" or champions throughout the organization. All mentioned a commitment to guiding the organization's quest for its *own* future path, rather than imposing a belief or vision of their own.

As mentioned, the way that coaches fit in categories is far from perfect. Some coaches fell distinctly into their set areas, while others straddled different categories in different parts of their practice. Furthermore, there was a continuum of skills, approaches, and perspectives within each

category. Coaches, like all humans, have great variation in their degree of specialization.

What about General Practitioners?

What about the general practitioner (GP) coach? Is there a coach who does everything well in all of the categories? We did not find this at the top of the coaching hierarchy.

Coaches who work at lower levels in the organization may be seen as doing a good job of providing life coaching, strategic coaching, behavioral coaching, and organization coaching at the same time. An experienced coach (with a broad background) may be able to help a first-line manager better solve a wide range of problems and do a good job as a generalist.

Top executives want to deal with serious experts. This is true from the micro level to the macro level. If top executives are dealing with a micro-level behavioral issue that is alienating top talent, and potentially costing the company millions of dollars, they want the best. If they are dealing with a long-term strategic decision that will impact the company's future, they want the best. Every coach listed in this book is a true expert at something. Some are legitimate experts at two or three things. None claims to be an expert at everything.

Who Is a Coach and Who Is a Consultant?

For the purposes of this book, our *coaches* are world-class advisors who help individuals, teams, and/or corporations increase their leadership effectiveness. We make no claim that we have the ideal definition of *coach*. This is merely the operational definition we have chosen. Almost all of these advisors could be called both coaches and consultants. We (the editors) have chosen to focus on the portion of their work that they describe as coaching.

Selecting Both Thought Leaders and Practitioners

One of the great challenges that we face in Linkage conferences and summits is simultaneously providing speakers who are seen as the world's greatest thought leaders, yet consistently introducing our customers to new and different people. We faced the same challenge in this book. How could we share the thoughts of the best-known people in each of the five categories of coaching, yet still publish the thoughts of professionals who may not be as well known, but are doing excellent work. To solve this problem, we decided

to list two different types of coaches in each of the five categories: *thought leaders* and *practitioners*. Thought leaders tend to be the coaches that you may have heard of before. They are mostly noted authors and speakers whose work is reasonably well known. They have a proven track record of success, and their message has appeared in different forums. In each of our five categories, we began with six thought leaders. We then let the thought leaders nominate four practitioners—professionals who do great work, but may not be quite as well known.

Just as the categories of coaching sometimes overlap, the thought leaders and practitioners overlap as well. Some of the practitioners were reasonably well published and could arguably be called thought leaders. Many of the coaches we describe as thought leaders were more doers than academics and could be called practitioners. In any case, we think we have selected a terrific group of 50 coaches. We hope that you will be able to learn from the comments of the coaches you may know, as well as the coaches that you may have never encountered before.

Why “50 Top Executive Coaches” and Not “The Top 50 Executive Coaches”?

Executive coaching is an emerging field. We reserve the right to be wrong in selecting our list of top coaches. Although we feel the coaches we have included (after consulting with the editors) are excellent choices, we are sure that there are other great coaches that we did not learn about and inadvertently left out. Five of the thought leaders we asked to join chose not to participate (Warren Bennis, Richard Bolles, Michael Useem, Jon Katzenbach, and Ram Charan). The most common reason for not participating was that they felt they were now more largely focused on writing and speaking as opposed to coaching and advising.

Selecting 10 Top Coaches in Each Category

Coaching Leaders/Behavioral Coaching

Marshall Goldsmith was the first coach selected in this category. His unique “pay only for results” process has been widely publicized and is being used by hundreds of coaches around the world. Marshall has coedited or coauthored 17 books. His article, *Try Feedforward Instead of Feedback*, has been reproduced in seven different publications and is changing leaders’ entire orientation toward behavioral coaching. It was easy to choose Marshall for

this category, since he does nothing but help “successful leaders achieve a positive, long-term change in behavior: for themselves, their people, and their teams.”

Marshall’s first two choices for behavioral coaches were Warren Bennis and Jim Kouzes. Warren is an obvious choice for any listing of top experts in leadership. Both Marshall and Jim consider Warren to be a role model for professionals in the field. Ultimately, Warren decided to decline because most of his work is now in writing and teaching, not coaching. Jim accepted, and Jim and Marshall began screening nominees in this category.

Jim Kouzes is clearly a world authority in helping leaders understand the behavior that will lead to increased effectiveness. Linkage customers have also rated him as Linkage’s top teleconference speaker. This is no small honor, since many of the other speakers are among the world’s top thought leaders. He has been listed as a *Wall Street Journal* “top 10” executive educator. Jim’s coauthor, *Barry Posner*, is also one of the key thought leaders in our behavioral coaching section. Barry is the Dean of the Leavey School of Business at Santa Clara University. Jim and Barry’s classic book, *The Leadership Challenge*, has sold over one million copies and is a standard in the field. They are pioneers in doing research that involves real leaders, at multiple levels, who are doing great things. Aside from helping individual leaders, both Jim and Barry are great teachers.

Dave Ulrich is an obvious choice for the book, but in what category? Dave could be included in behavioral coaching, coaching for leadership development, or coaching for organizational change. His work on *results-based leadership* gives a clear road map for how individual leaders can make a difference. His work on leadership development design and action learning give him high credibility in two other categories. Dave is Linkage’s most requested speaker on human resource (HR) issues. He was also listed in *Forbes* as one of five leading executive coaches and in *BusinessWeek* as one of the outstanding educators in his field.

No one is better known as a coach and advisor for leaders in the nonprofit world than *Frances Hesselbein*. Her book, *Hesselbein on Leadership*, helps leaders understand “how to be” not just “how to do.” Frances is one of the few top coaches who also has a track record of success as an executive. She was the National Executive Director of the Girl Scouts of America for 13 years. She is now the chair of the Leader-to-Leader Institute. Peter Drucker declared that she was the greatest executive that he had ever met. Frances’s diversity of clients is illustrated by the fact that she is currently advising generals in the U.S. Army. Her many publications include *The Leader of the Future*, which may well be the best-selling edited book on leadership ever

written. Frances is a winner of the Presidential Medal of Freedom, the highest award that can be given to a U.S. civilian.

Jay Conger was another of our choices for the thought leader category. Jay is a widely publicized author in the field. His participant-observation approach to coaching is different, yet complementary to approaches suggested by the other thought leaders. Having joint appointments at the University of Southern California and the London Business School gives Jay a multinational perspective that is somewhat unique in the field. His book *Building Leaders: How Successful Leaders Develop the Next Generation*, could also place him in the “coaching for leadership development” category.

Although Warren Bennis decided he did not want to be included in this list, he did nominate *Ken Siegel* to be in the top practitioner group. Ken’s coaching practice is unique and very intensive. He usually works with clients over a three-to-five-year period. He helps leaders challenge the status quo and, like Marshall, measures the success of his work based upon impact on others, not just self-assessment.

Bobbie Little is a Regional Director, Executive Coaching at Personnel Decisions International (PDI). She has multinational leadership experience. Bobbie works with C-level executives and sets clear metrics to document change. Rather than view coaching as a “popularity contest,” she strives to achieve a “return on the individual” that is measured by other people besides her and her coaching client.

Kim Barnes has over 30 years of experience in the field. She is a performance coach who helps high-potential leaders develop their skills and helps HR managers and key staff members become great internal coaches.

Marshall Goldsmith’s nominee for the practitioner list was *Howard Morgan*. Howard is one of the few coaches who has extensive experience with Fortune 500 CEOs and their management teams. He not only works with key executives, he has also managed leadership development processes that have been shown to have a positive impact on thousands of leaders. Luckily for us, Howard also agreed to sign on to edit this book along with Marshall and Linkage CEO Phil Harkins.

Career/Life Coaching

In the area of career/life coaching, the first four professionals who were nominated were Richard Leider, William Bridges, Beverly Kaye, and Richard Bolles. Richard Bolles declined our invitation for reasons that were very similar to Warren Bennis’. He was focused primarily on writing and teaching, not coaching. The others, however, accepted our invitation.

Richard Leider is an expert on life planning and helping people live “on purpose.” Richard has a unique distinction. Not only do other coaches recommend him, he has actually been a life coach for five of the coaches on our list of 50. Richard is the author of several books, including the international bestseller, *Repacking Your Bags*. His work as a speaker on life planning with Linkage has been very well received.

In the areas of career development and employee retention, *Beverly Kaye* is one of Linkage’s most requested and highest-rated speakers. Her book, *Love’em or Lose’em*, is the best-selling book ever written on the topic of retention. Beverly is also one of the world authorities on career systems and she could also qualify in the “leadership development” category. She is an expert on helping managers develop their people and helping employees take responsibility for their own careers.

In the field of coaching through the transitions of life and work, *William Bridges* is in a class by himself. He has published multiple books in the field and is a role model for sharing how his teaching relates to his own personal transitions. Bill’s newest book, *Creating You & Co.*, is a handbook for creating and managing a twenty-first century career. Bill has been ranked as a *Wall Street Journal* “Top 10” executive educator.

The next nominee is one of the most popular authors and speakers in the field, *Barbara Moses*. Over one million people have used Barbara’s *Career Planning Workbook*. *Fast Company* called her a “career guru.” When publisher Dorling Kindersley decided to produce a “career bible,” they conducted an international search of experts and selected Barbara to be the author. She has a very practical approach that focuses on the complexities of the new workscape and the needs of the new worker. Along with speaking and writing, Barbara is also a coach for coaches.

One major segment of the life-coaching category is coaching for personal productivity. This type of coaching helps leaders (and people in general) understand the “nuts and bolts” of what they need to do to achieve success and get things done. Two thought leaders who stand out in this field are Brian Tracy and David Allen.

Brian Tracy may be the most prolific author in all of our thought leader groups. As we go to press, he has authored 35 books and is the author/narrator of more than 300 audio and video learning programs. His writings, recordings, and speeches have impacted millions of people. Brian is known for providing practical advice that people can understand and use.

David Allen is the leading authority on organization and time management for the new work force. His best-selling book, *Getting Things Done: The Art of Stress-Free Productivity*, has become a classic in the field. David’s work is

based on years of practical experience. He helps leaders make the hard decisions required to get organized and “move on with life.”

Leadership thought leader and best-selling author Ken Blanchard nominated *Shirley Anderson* for the practitioner group. Shirley is a pioneer in the coaching profession and has worked with a wide variety of influential leaders. She helps very successful people who become “stuck” or find that they are struggling with something that they have never struggled with before. Shirley is also Ken’s coach.

Although Richard Bolles declined to be on our list of 50 leading coaches, he did make a nomination. *Joel Garfinkle* is the founder of Dream Job Coaching, the top online resource for creating fulfillment at work. He is also a widely published author and speaker who could be considered for the thought leader category.

Richard Leider’s nomination was *Richard Strozzi-Heckler*. Richard has more of a focus on the body than the other coaches in this field. He has a sixth-degree black belt in aikido that has greatly influenced his coaching practice. He helps leaders determine their authentic self.

Beverly Kaye nominated *Marian Baker*. Marian’s coaching technique revolves around the use of questions. She helps clients come up with their own answers. Marian sees herself as a catalyst who helps her clients achieve true fulfillment. She is also an author whose work has been featured in newspapers and magazines.

Coaching for Leadership Development

Ken Blanchard may well be the best-known author and speaker on leadership in the world. His books have sold millions of copies, and he has spoken in front of hundreds of thousands of managers. Ken’s work goes beyond his books and talks. His company and his materials are used to develop millions of leaders. Although he could be considered in the behavioral coaching category, we saw his biggest contribution as large-scale leadership development. Ken is also one of Linkage’s most requested and highest-rated speakers.

One of Ken’s former teachers and a mentor to many people in the field of leadership development is *Paul Hersey*. Ken worked with Paul in developing the Situational Leadership model. Hersey and Blanchard’s *Management of Organizational Behavior* is in its eighth edition and is one of the most widely used texts in the world. Paul’s focus is on teaching leaders to coach and develop their people. He is a pioneer in the field of leadership development whose work has made a difference to millions of people over the past 40 years. Along with Ken, Paul has served as a mentor to Marshall Goldsmith.

Noel Tichy is probably the world's best-known authority in helping organizations develop their entire leadership team. He is a frequent Linkage speaker who receives consistently great feedback. He is also a *Wall Street Journal* "top 10" executive educator. Noel headed up the famous leadership development effort at General Electric and helps leaders develop a "teachable point of view" that they can share with people throughout their organizations. Noel directs the University of Michigan's Global Leadership Partnership and is the author of several top books in the field, including *The Leadership Engine* and *The Cycle of Leadership: How Great Leaders Teach in their Organizations*.

Nancy Adler is a foremost authority on cross-cultural management and women's global leadership. She is a noted author and speaker who has published over 100 articles and has spoken to leaders around the world. She is a professor at McGill University. Nancy is also a pioneer in integrating the arts into the leadership development process. Her books include *International Dimensions of Organizational Behavior* and *Competitive Frontiers: Women Managers in a Global Economy*.

Al Vicere is engaged in coaching clients on how to develop leaders in several of the world's premier organizations. He works closely with human resource development professionals to help them design systems, programs, and processes that are being used to develop the leaders of the future. He is a professor of executive education at Penn State. Al has published over 80 articles on leadership development. His books include *Leadership by Design* and *The Many Facets of Leadership*.

One of Al's coauthors on *Leadership by Design* is *Robert Fulmer*. Bob is the academic director of Duke Corporate Education and a professor at Pepperdine. He has been involved in the design of leadership development efforts that have impacted thousands of leaders in major corporations. Like Noel Tichy, Bob moved from the corporate world, where he formerly headed up worldwide management development for Allied Signal. His many publications include *Executive Development and Organizational Learning for Global Business* and *The Leadership Investment*.

BusinessWeek has ranked the Center for Creative Leadership (CCL) as the number one organization for leadership development for the past two years. CCL has trained countless thousands of leaders from around the world and has made a huge impact on the entire field. *John Alexander* is the president and CEO of CCL, and the first nominee in the practitioner group. His organization provides coaching and feedback to leaders and has developed a wide range of assessment tools. John is a gifted practitioner as a teacher, coach, and leader in the field.

Jim Bolt was nominated as a top practitioner in this category by almost everyone who was asked. He coaches CEOs and their senior management teams on how to build great processes for developing the leadership capabilities they need to successfully execute their strategy. Jim's clients have included 50 of the Fortune 100 companies. He also manages a series of networks that enable top HR professionals to connect with other leaders in their field.

Phil Harkins selected *David Giber* to be the lead consultant for leadership development at Linkage. David has served as a coach and advisor in leadership development for over 20 years. He has designed and implemented leadership development programs around the world. David is coeditor of the *Best Practices in Leadership Development Handbook* as well as *Best Practices in Organizational Development and Change*.

Very few people have more experience in managing large-scale leadership development processes than *Jim Moore*. Jim led the leadership development efforts at BellSouth, Nortel, and Sun Microsystems. His work is well known by several of the coaches on our list. Today, he coaches either the head of human resources or the head of executive development in building strategies to grow future leaders. Jim has taken what he learned as an internal coach and is applying this with his new clients as their external coach.

Coaching for Organizational Change

Given the broad nature of organizational change, this category may have the greatest amount of differentiation between coaches. Each one of the coaches listed is an expert in helping organizations change. However, they have very different areas of emphasis on *what* to change and *how* the change process occurs.

Phil Harkins is not only the CEO of Linkage but is also one of the most-requested and popular speakers on Linkage programs. Phil's publications include *Powerful Communications: How High-Impact Leaders Communicate* and *Everybody Wins*, a book focusing on RE/MAX's growth story and strategy. He has had the opportunity to speak to thousands of leaders, and, through the organization he founded, has impacted hundreds of thousands of people. Phil could easily be put in the "coaching for leadership development" category. His work involves facilitating teams across the organization. Phil's goals as a coach include creating positive long-term change, increased organizational learning, and sustainability.

Warner Burke is Linkage's most requested speaker in the field of organizational development. Warner is a professor at Columbia and faculty member in their creative, multidiscipline organizational psychology program. Two of his

14 books include *Organizational Development: A Process of Learning and Organizational Change: Theory and Practice*. As opposed to the coaches who focus on changing individuals or teams, Warner is best known for helping change entire organizations.

Roosevelt Thomas is Linkage's most requested speaker in the field of diversity. He is also a *Wall Street Journal* "top 10" executive educator. Roosevelt is a widely published author. His many publications include *Building a House for Diversity* and *Beyond Race and Gender*. Roosevelt generally coaches executive teams (as opposed to single individuals), and his work may impact the entire organization. He is the founder of the American Institute for Managing Diversity.

Sally Helgesen uses a unique anthropological approach to coaching. She engages in a deep narrative study of how leaders in the organization do their jobs, in the context of the organization's culture. Sally builds upon her background in journalism to ask the right questions and try to uncover the deeper answers. She is the author of *The Female Advantage* and *The Web of Inclusion*, two of the most successful books ever written about women in leadership.

Gifford Pinchot is predominately focused on helping organizations achieve greater levels of innovation. His best-selling book, *Intrapreneuring: Why You Don't Have to Leave the Corporation to Become an Entrepreneur*, set the ground rules for an emerging field: the courageous pursuit of new ideas in established organizations. Gifford helps individuals and teams turn innovative ideas into successful business propositions.

Strat Sherman is on the board of the Leader-to-Leader Institute and was recommended by Frances Hesselbein. Along with being a master practitioner, Strat is the coauthor of the bestselling *Control Your Destiny or Someone Else Will*, the first serious study of Jack Welch's transformation of GE. His coaching practice is devoted to helping successful senior executives and high-potential leaders expand their capabilities in the context of change.

Like Marshall Goldsmith and David Ulrich, *Gary Ranker* was listed in *Forbes* as one of five leading executive coaches. Steve Kerr, the dean of corporate CLOs, also recommended Gary. Gary has a great track record of coaching in GE and in the financial services industry.

David Dotlich works with organizations, teams, and individual executives to help create positive change. He is a world authority on action learning, and one of his many books is *Action Learning: How the World's Best Companies Develop Their Top Leaders and Themselves*. David is one of the few top coaches with extensive experience in the business, academic, and consulting worlds.

Leigh Fountain has been one of the highest rated coaches and facilitators at Linkage's *Global Institute for Leadership Development* (GILD). Leigh combines both coaching and consulting in a process he calls *Embedded*

Coaching. His work has impacted tens of thousands of people. Before becoming a coach, Leigh was a senior executive on Wall Street.

Bruce Pfau is the Vice Chair—Human Resources at KPMG LLP. Bruce has worked with groups of executives at some of the world’s largest corporations to undertake significant organizational improvement and culture change. He has made numerous contributions to professional journals and is a regular speaker at professional societies.

Strategy Coaching

C. K. Prahalad is one of Linkage’s most requested speakers. His keynotes on strategy receive outstanding positive feedback. C. K. has been listed in *BusinessWeek* as one of the “top 10” teachers and in the *Wall Street Journal* as one of the “top 10” executive educators. C. K. is a professor at University of Michigan and one of the most successful CEO-level advisors in the world. C. K. was our first nominee in the category of strategic coaching. His several books include *Competing for the Future*. Three of his articles have won the McKinsey Prize.

C. K. nominated *Christopher Bartlett* as one of the top strategic coaches. Chris is a professor at the Harvard Business School and has published eight books in the field, including *The Individualized Corporation*. He is a specialist at coaching CEOs and their senior management teams. His approach involves a long-term commitment with each client. He is focused on developing the capabilities of the entire top management team.

Vijay Govindarajan is clearly one of the top teachers, coaches, and advisors in the strategy field. He is a professor at Dartmouth’s Tuck School and the founding director of their Center for Global Leadership. V.G. has been listed as one of the “top 10” professors in executive education in *BusinessWeek*. One of his articles is one of the most cited in the history of the *Academy of Management Journal*. Like C. K. and Chris, V.G. works with the CEOs and top management teams of major corporations. He helps organizations generate fresh ideas, explore different frameworks, and benchmark best practices. He engages with CEOs in a frank, challenging dialogue about the company’s future direction.

Our first three strategic coaches seem to fit clearly in the strategy area. Our next two could be considered in both strategy and organizational change. While both Fariborz Ghadar and Michael Hammer provide strategic advice, both focus heavily on operational excellence and execution.

Fariborz Ghadar specializes in global corporate strategy and implementation. He is the author of 11 books and numerous articles. Fariborz is a

gifted teacher and a chaired professor at Penn State. His focus is not just on providing strategic advice, but advice that can be realistically implemented. His goal is to make strategic implementation a fun and dynamic process that engages the management team.

Michael Hammer defines himself as focusing on the “operational nuts and bolts of business.” He strives to provide coaching that is nontraditional, relentlessly pragmatic, and immediately relevant. Michael was formerly a professor at MIT. His books include *Reengineering the Corporation*, which has been called the most important business book of the 1990s. He was named on *Time* magazine’s first list of America’s “25 most influential individuals.”

Strategic coaches, like coaches in all of the other categories, vary in a number of different ways. While Michael Hammer prides himself on being relentlessly pragmatic and immediately relevant, *Joel Barker* prides himself on being a visionary and a futurist. Joel is known as the “paradigm man” because of his pioneering work in helping leaders understand the power of our paradigms and how they can shift. He is a widely published author and has produced some of the most popular training and development tapes that have ever been made. He popularized the term “vision” before it became part of regular leadership vocabulary. Joel helps leaders look to the future, explore new options, and create visions for tomorrow.

Like Warren Bennis, Jon Katzenbach was nominated for this list, but chose not to be included. Jon, like Warren, said that much of his practice today involves writing, leading a business, and doing other things besides coaching executives. Also like Warren, Jon nominated someone for our list. *Niko Canner* is a partner with Jon in Katzenbach Partners LLC. Niko is unique to this list in that he is especially interested in service firms, whereas most of the other strategy experts work primarily with large public corporations. A former McKinsey consultant, he is working with his firm to develop a new kind of advisory work around strategy. He wants to help clients overcome the sometimes-artificial distinction between “strategy” and “implementation.” Niko has published articles on a wide range of topics.

Dave Ulrich nominated *Judy Rosenblum*. As chief operating officer for Duke Corporate Education, Judy could also qualify for the “coaching for leadership development” list. She helps develop organizational capability by integrating organizational learning and corporate strategy. Like Noel Tichy, Jim Moore, and Bob Fulmer, she has made the transition from an “internal” coach to an “external” coach. Aside from providing personal advice to leaders, Judy helps organizations analyze the effectiveness of their entire coaching process.

Fariborz Ghadar nominated *Bill Davidson*. Bill could easily qualify as a thought leader. His book *2020 Vision* was selected as a “Best Business Book of the Year” by *Fortune* magazine. He was also the most widely cited authority in international management between 1985 and 1995. Bill and his group specialize in the area of enterprise strategies—“integrated master plans that require focused and coordinated implementation across the entire organization over an extended period of time.”

Sally Helgesen nominated *Julie Anixter*. Julie is the head of R&D for the tompteterscompany! Her area of specialization is a little different from that of anyone else on our strategy list. Julie focuses on the areas of communication, brand, and innovation—and how these three disciplines can help an organization create competitive advantage.

The Profile of Our Coaches

The thought leader coaches were largely a mix of academics and consultants. While 70 percent have a PhD, 40 percent still held academic positions and another 20 percent were former academics. All have published books, and most have published more than four. Fifteen of the 30 have received national recognition in at least one major magazine (e.g., the *Wall Street Journal*, *Forbes*, *BusinessWeek*). Almost 60 percent are instructors in university executive education programs, and almost all are asked to speak for large corporations. Although all of the thought leaders were coaches, most were actually better known for their work in publishing and speaking.

In general, each person:

- Had more than 10 years experience coaching at the top three senior levels in organizations
- Was experienced in more than one industry in a number of Fortune 500 level companies
- Had strong subject expertise, interpersonal skill, and ethical practice
- Was the author of one or more seminal works in their field
- Held what could be considered to be a unique and possibly trend-setting point of view

The practitioner coaches were more likely to work as independent coaches or be part of a larger consulting firm. Most of their time was spent in coaching, consulting, or managing other consultants. They were less focused on writing, speaking, and working in universities. All had thousands of hours of experience in their unique fields.

A Message on Ethics and Responsibilities

Before we turn matters over to our editors, our 50 coaches, and our other special contributors, we'd like to end our introduction with a brief discussion of the significance and responsibility of coaching. We think that coaching plays a critical role in driving performance improvement in leaders and organizations today. But we also think that coaching is an awesome responsibility. Coaches enter engagements as experts and sometimes saviors. The organizations they work with have opened not only their doors and their budgets, but also their vulnerabilities and secrets. The coach gains privileged access to critical information relating to financial situations, career concerns, strategies, challenges, fears, hopes, and, most of all, dreams. Organizations, careers, and lives are at stake. As Frances Hesselbein has said, the primary rule of the coach must be: "First, do no harm." Or, as Phil Harkins advises for those who enter organizations, above all, "Don't make it worse."

We advocate for coaching that is done in the spirit of the moral responsibility—responsibility that the people and organizations affected by our work deserve. Coaching, unlike management science, academic theory, or consulting, is an exciting interpersonal journey. Coaches and clients form strong bonds built on trust, openness, confidence, and achievement. We hope that we enhance the coaching experience for all who read this book, whether they are coaches by profession, or using coaching as a tool. For inspiration, career enhancement, and thrill, the ride is incomparable. We believe that it should be the time of your life.

