The Handbook of Knowledge-Based Coaching

FROM THEORY TO PRACTICE

Leni Wildflower
and
Diane Brennan
# CONTENTS

<table>
<thead>
<tr>
<th>Preface: From Theory to Practice</th>
<th>xi</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leni Wildflower and Diane Brennan</td>
<td></td>
</tr>
<tr>
<td>Acknowledgments</td>
<td>xiii</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>PART ONE</strong> Human Behavior and Coaching</td>
<td>1</td>
</tr>
<tr>
<td><strong>ONE</strong> Humanistic and Transpersonal Psychology</td>
<td>3</td>
</tr>
<tr>
<td>Alison Whybrow and Leni Wildflower</td>
<td></td>
</tr>
<tr>
<td><strong>TWO</strong> Cognitive Behavioral Therapy and Related Theories</td>
<td>11</td>
</tr>
<tr>
<td>Leni Wildflower</td>
<td></td>
</tr>
<tr>
<td><strong>THREE</strong> Positive Psychology</td>
<td>21</td>
</tr>
<tr>
<td>Kate Hefferon</td>
<td></td>
</tr>
<tr>
<td><strong>FOUR</strong> Transactional Analysis</td>
<td>29</td>
</tr>
<tr>
<td>Jenny Rogers</td>
<td></td>
</tr>
<tr>
<td><strong>FIVE</strong> Adult Development</td>
<td>39</td>
</tr>
<tr>
<td>Leni Wildflower</td>
<td></td>
</tr>
<tr>
<td><strong>SIX</strong> Theories of Intelligence</td>
<td>51</td>
</tr>
<tr>
<td>Jonathan Passmore, Chloé Tong, and Leni Wildflower</td>
<td></td>
</tr>
<tr>
<td><strong>SEVEN</strong> Neuroscience</td>
<td>61</td>
</tr>
<tr>
<td>Linda J. Page</td>
<td></td>
</tr>
</tbody>
</table>
PART TWO  Human Interaction and Coaching

EIGHT  Theories of Adult Learning
   John Leary-Joyce and Leni Wildflower

NINE  Social Constructionism
   Sherry Harsch-Porter

TEN  Theories of Change
   Leni Wildflower and Diane Brennan

ELEVEN  Communication Theory
   Irene F. Stein and Reinhard Stelter

TWELVE  Conflict Management
   Cinnie Noble, Edward G. Modell, and Diane Brennan

THIRTEEN  Systems Theory and Family Systems Therapy
   Leni Wildflower and Diane Brennan

FOURTEEN  Transition and Career Management
   Jenny Rogers

PART THREE  Organizations, Leadership, and Coaching

FIFTEEN  Leadership
   Diane Brennan

SIXTEEN  Organizations and Organizational Culture
   Mary Wayne Bush, Tony Latimer, and Leni Wildflower

SEVENTEEN  Team and Group Behavior
   Laura Hauser

EIGHTEEN  Situational and Contextual Issues in the Workplace
   Mary Wayne Bush
TWENTY-NINE Solution-Focused Coaching and the GROW Model
Carol Wilson

THIRTY Appreciative Inquiry
Jacqueline Binkert and Ann L. Clancy

PART SEVEN Components of Effective Coaching

THIRTY-ONE Coach Maturity: An Emerging Concept
David Clutterbuck and David Megginson

THIRTY-TWO Use of Assessments in Coaching
Mary M. Nash, Dian Christian, and Janet Baldwin Anderson

THIRTY-THREE Current Research on Coaching
Francine Campone

Afterword: Challenges Ahead
Jenny Rogers

References
The Editors
The Contributors
Name Index
Subject Index