



# Action Coaching: How to Leverage Individual Performance for Company Success (J-B US non-Franchise Leadership)

By David L. Dotlich, Peter C. Cairo

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Chances are, if you're a manager in most any organization today, coaching has become an integral part of your responsibilities. And there's no more effective approach to coaching than Action Coaching. Developed by the authors through their work with Levi Strauss, Colgate, Bank of America, Arthur Andersen and other leading companies, Action Coaching is the only coaching process that dramatically increases an individual's personal performance in direct correlation with established organizational goals. Here, Dotlich and Cairo share the same advice, techniques, and tools they've used to transform hundreds of managers and executives into first-rate coaches. Moreover, they clearly demonstrate how Action Coaching can be used as a strategy for achieving organizational goals by aligning personal improvement with a company's vision for the future.

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### **Editorial Review**

#### **Review**

"Dotlich and Cairo have developed an incredibly powerful, practical, and thought provoking way of helping leaders simplify complex issues and drive big improvements in themselves and their organizations." --Jeffrey M. Nugent, worldwide president, Neutrogena Corporation

"Every page of this book is filled with tips and techniques for making improved performance happen. Good coaching should result in action-and this book shows how it is done." --Stephen H. Rhinesmith, former chairman, American Society for Training and Development, and author, *A Manager's Guide to Globalization*

"The global Business Olympics will demand world-class players and coaches. Action Coaching is the manual we need to produce business Olympians for the future." --Gordon Shank, executive vice president and chief marketing officer, Levi Strauss & Co.

#### **From the Inside Flap**

If you're a manager in most any organization today, you probably realize that your ability to coach others is fast becoming a key component of your job. Your ability to help others perform better on an individual basis is crucial to your career and theirs. Still, it's not enough; their personal improvement must be accomplished in ways that support company goals or, from an organizational perspective, that improvement has little value. In Action Coaching, authors Dotlich and Cairo teach people at the executive, managerial, and group level how to become extraordinary coaches. But what truly sets Action Coaching apart is its ability to strategically link the progress of individuals to specific organizational issues and, thereby, become a powerful tool for organizational change. With Action Coaching, goals for individuals are always determined in conjunction with the organization. The extraordinary benefits of that approach have been proven over the years through the authors' work with such leading companies as Pfizer, Johnson & Johnson, Colgate, Levi Strauss, Bank of America, Merck, and Arthur Andersen, to name but a few. Among many other lessons, companies will learn how to pick the right coach for the job, how to coach the coach, and how to use coaching to solve business problems. Aside from the strategic advantages Action Coaching offers organizations, the potential it holds for individuals far surpasses ordinary coaching approaches as well. Here, the authors not only show readers how to move people from heightened self-awareness to improved performance, but how to go beyond that to affect a significant performance breakthrough and even a major behavioral and attitudinal change that opens doors to new career possibilities. Illustrated with case histories, anecdotes, and a variety of tools and techniques, Action Coaching gives readers everything they need to include effective coaching among their professional abilities. Moreover, it gives managers, top executives

#### **From the Back Cover**

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