



## The Heart of Coaching

By Thomas G. Crane

★★★★☆ (4 stars)

Buy this book if:

- *You are interested in bringing transformational coaching to the business sector*
- *You are looking for a well-defined transformational coaching model*

Thomas Crane's *The Heart of Coaching* is an excellent book about bringing transformational coaching into the corporate context to create a high-performance coaching culture. It provides a powerful process for introducing personal and organizational change to meet the corporate leadership demands of the 21<sup>st</sup> century.

Crane provides a brief overview for understanding corporate cultures and management theories and introduces a new theory called "Theory C" which goes a step beyond the management theories X, Y, and Z. Theory C utilizes transformational coaching, and provides a leadership paradigm that allows leaders to connect with their people and organization to produce results.

As an executive coach, I liked Crane's transformational coaching model. It provides a step-by-step process for linking transformational coaching to business needs by specifying key foundations, how to initiate the learning loop, and then moving in to the forwarding-the-action phase. The author provides a very clear roadmap and includes a helpful insert which can be removed for your reference and used as a memory jogger during your coaching sessions.

In the chapter on "Why Does a Coach Need a Heart?," Crane provides a construct for dealing with the whole human being in a business environment. He defines a results cycle which includes addressing the client's beliefs, behaviors, and relationships. By utilizing this process, personal transformation can be realized and sustained over time in the context of healthy supervisor-direct report relationships.

Crane also provides an overview of personality styles and how they impact your coaching style and client relationships. He identifies key strengths and weaknesses to assist the coach in becoming more effective. In the context of personality temperaments, he also provides a grid work for understanding Traditionalists, Boomers, and X'ers to enhance the coaching conversation. I thought this overview was insightful and quite helpful in my coaching relationships.

### Summary



Overall, *The Heart of Coaching* provides a coaching construct for bringing transformational coaching into the heart of your business relationships. Crane's business and relationship insights bring a personal perspective for people like me who are immersed in corporate culture.

This book is very relationship-oriented. For those looking for a book on performance and skills coaching, this volume is probably not for you. However, in my opinion it is a must read if you are interested in becoming a relational change agent in your corporate world.

*Reviewed by:*

*Will Meier*

*Coaching for Impact*

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