

Title: **The Seven Steps of Effective Executive Coaching**

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The Seven Steps of Effective Executive Coaching provides a comprehensive handbook for those wishing to coach in this arena. With a forward by Sir John Whitmore and the impressive CV's of the authors, I was expecting a useful and well researched book – which was just what I got!

The authors have based their book on extensive research and their own experience from their international coaching practice. When they started their practise, they initiated an international best practise study for which, over the course of 2 years, they reviewed leading literature on the subject from Europe and North America, analysed video tapes, transcripts and materials and conducted in-depth interviews with leading executive coaches as well as their clients.

From this research, the authors have developed the ACHIEVE Coaching Model[®], which is a seven stage elaboration of the GROW model. Readers of my previous book reviews will know that I have an inbuilt suspicion of acronyms, especially as I like GROW precisely because of its simplicity, but this one works for me.

The book essentially covers 2 main topics – the 'Seven Steps' themselves and the ACHIEVE Coaching Model[®]. Each of the seven steps has its

own chapter as has each of the seven stages of the model. Chapter seventeen describes how to use the ACHIEVE[®] model in context, which is very useful.

The book is well laid out with clear explanatory text and diagrams with plenty of white space and there is a useful summary at the end of each chapter. I particularly like the 'Top Tips' and 'Key Behaviours of experienced Executive coaches' sections and the illustrative case studies detailed in each chapter.

Although some of the models in the book are not new (e.g. the Competence model, the Johari Window, the Coaching Continuum) and any Practitioner and Master Practitioner of NLP will be familiar with some of the techniques, they are presented in a very relevant and cohesive way.

The two final chapters – 'Measuring the effectiveness of executive coaching' and 'Future trends and outlook' – are very interesting. As we know, measuring the effectiveness of executive coaching has something of a holy grail for both coaches and the organisations that use coaching and is notoriously difficult to quantify. However, I think that these authors have made a very good case in this chapter and I'll be using this information in future. 'Future trends and outlook' provides a perspective on where, in the authors' view, the industry will contract and expand and makes for informative reading.

I liked this book very much – it is a highly practical and well-presented guide to the art and science of executive coaching.

— **Andie Hemming**