



# Executive Coaching for Results: The Definitive Guide to Developing Organizational Leaders

*Brian O Underhill, Kimcee McAnally, John J Koriath*

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The field of executive coaching is growing at an astonishing rate. Corporations are increasingly turning to coaching as an intervention, as it offers leaders and managers both on-the-job learning and built-in follow-up. Human resource and leadership development practitioners must wade through a wilderness of conflicting information about when to use coaching, how to do it well, and how to evaluate the cost-effectiveness and success of any coaching intervention. Executive Coaching for Results helps this critical leadership development technique come of age. This is not a how-to-coach book - there are already plenty of those - but rather a comprehensive guide on how to strategically use coaching to maximize development of talent and link the impact of coaching to bottom-line results. Underhill, McAnally, and Koriath draw on their rigorous original research with Fortune 1000 and Global 500 companies such as Dell, Sony, Johnson & Johnson, Disney, Unilever, Wal-Mart, and many others to cover topics like coaching as part of an overall leadership development strategy; typical activities and instruments used during coaching; costs of coaching; development of an internal coaching program; selection of the right coach for the job; the ROI of coaching; following up after coaching; and much more. Offering practical learning, best practices, and illuminating case studies, this is the first definitive guide to the effective use of executive coaching in the corporate environment.

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