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1. Books

Title	Description	Link
Radical Candor (Kim Scott)	The idea is simple: You don't have to choose between being a pushover and a jerk. Using Radical Candor—avoiding the perils of Obnoxious Aggression, Manipulative Insincerity, and Ruinous Empathy—you can be kind and clear at the same time. Kim Scott was a highly successful leader at Google before decamping to Apple, where she developed and taught a management class. Since the original publication of Radical Candor in 2017, Scott has earned international fame with her vital approach to effective leadership and co-founded the Radical Candor executive education company, which helps companies put the book's philosophy into practice. Radical Candor is about caring personally and challenging directly, about soliciting criticism to improve your leadership and also providing guidance that helps others grow. It focuses on praise but doesn't shy away from criticism—to help you love your work and the people you work with. Radically Candid relationships with team members enable bosses to fulfill their three core responsibilities: 1. Create a culture of Compassionate Candor 2. Build a cohesive team 3. Achieve results collaboratively Required reading for the most successful organizations, Radical Candor has raised the bar for management practices worldwide.	Book Radical Candor in 6 mins What is Radical Candor? (6:33) End Don't Take it Personally (4:59) Radical Candor Presentation 1 (21:20) Radical Candor Presentation 2 (14:52) Impromptu Feedback (4:01)

		6 Tips Article
		Rolling Out Radical Candor Article
		Getting Radical Candor Right Article
		E-course
		<u>Podcast</u>
		Radical Candor 2x2
		Official resources
Crucial Conversat	"[Crucial Conversations] draws our attention to those defining moments that literally shape our lives, our relationships, and our world This book deserves to take its place as one of the key thought	3rd Edition Book
ions (Grenny,	leadership contributions of our time?" From the Forestand by Ctarbon D. Cavery outbor of The 7	4 min Summary
Gregory, Patterson, Switzler,	instantly uplift your crucial conversations." —Mark Victor Hansen, cocreator of the #1 New York Times bestselling series Chicken Soup for the Soul®	Video Summary 1 (6:53)
McMillan)		Video Summary 2 (7:41)
crucial conversations	of people communicate when stakes are high. This new edition gives you the tools to:	Grenny Presentation 1
TOOLS FOR TALKING WHEN STAKES ARE HIGH	Prepare for high-stakes situations Transform anger and hurt feelings into powerful dialogue	(14:57)
ASSESSMENT SERVICES AND AMELIAS AS AMELIAS AS AMELIAS AS AMELIAS THAT SERVICES THAT SERVICES AS A SERVICES THAT SERVICES AS A SERVICE	Make it safe to talk about almost anything Be persuasive, not abrasive	Granny Presentation 2

		(30:50)
		Adele on Crucial Conversations (1:06)
		Summary of Techniques
		Official Courses
		Additional Resources
The Art of Coaching	Hands-on resources for new and seasoned school coaches This practical resource offers the foundational skills and tools needed by new coaching educators, as	Book
(Elena Aguilar)	who incorporate coaching strategies into their work will also find a wealth of resources. Aguilar offers a model for transformational coaching which could be implemented as professional development in schools or districts anywhere. Although she addresses the needs of adult learners, her model maintains a student-centered focus, with a specific lens on addressing equity issues in schools. Offers a practical resource for school coaches, principals, district leaders, and other administrators Presents a transformational coaching model which addresses systems change Pays explicit attention to surfacing and interrupting inequities in schools The Art of Coaching: Effective Strategies for School Transformation offers a compendium of school coaching ideas, the book's explicit, user-friendly structure enhances the ability to access the information.	Art of Coaching User Guide
The Art of Coaching		Elena Aguilar Articles on EdWeek
Effects-Snappie to School Transformation ELENA AGUILAR		5 Pitfalls to Avoid as a New Coach (8:57)
		Keynote Highlights (2:34)
		Facilitative vs Directive Coaching (12:40)
		How to Coach a Teacher Out (9:29)

		Elena Aguilar on what coaching can
		unpack (13:13)
		Elena Aguilar Bio
		Art of Coaching Workshop Video (3:26)
		Art of Coaching Official Resources & Podcast
Coaching Habit	In Michael Bungay Stanier's The Coaching Habit, coaching becomes a regular, informal part of your day so managers and their teams can work less hard and have more impact.	Book
(Michael Bungay Stanier)	Drawing on years of experience training more than 10,000 busy managers from around the globe in practical, everyday coaching skills, Bungay Stanier reveals how to unlock your peoples' potential. He unpacks sevenessential coaching questions to demonstrate howby saying less and asking moreyou can develop coaching methods that produce great results.	Animated Summary Video 1 (5:51)
The Coaching Habit Say Less, Ask More		Animated Summary Video 2 (2:45)
Less, Ask More & Change the Way You Lead Forever Michael Bungay Stanier	Get straight to the point in any conversation with The Kickstart Question Stay on track during any interaction with The Awe Question Save hours of time for yourself with The Lazy Question, and hours of time for others with The	Interview Video (4:19)
	Strategic Question Get to the heart of any interpersonal or external challenge with The Focus Question and The Foundation Question	
	Finally ensure others find your coaching as beneficial as you do with The Learning Question	
	A fresh innovative take on the traditional how-to manual, the book combines insider information with research based in neuroscience and behavioural economics, together with interactive training tools to turnpractical advice into practiced habits. Witty and conversational, The Coaching Habit takes your workand your workplacefrom good to great.	
	"Coaching is an art and it's far easier said than done. It takes courage to ask a question rather than	

offer up advice, provide and answer, or unleash a solution. giving another person the opportunity to find their own way, make their own mistakes, and create their own wisdom is both brave and vulnerable. In this practical and inspiring book, Michael shares seven transformative questions that can make a difference in how we lead and support. And he guides us through the tricky part - how to take this new information and turn it into habits and a daily practice." --Brené Brown, author of Rising Strong and Daring Greatly

"Michael Bungay Stanier distills the essentials of coaching to seven core questions. And if you master his simple yet profound technique, you'll get a two-fer. You'll provide more effective support to your employeesand co-workers. And you may find that you become the ultimate coach for yourself." --Daniel H. Pink, author of To Sell Is Human and Drive

2. Video Clips

Title	Description	Link
The Art of Listening Simon Sinek	Listening is more than the act of hearing. It's creating an environment in which the other person FEELS heard. If we truly listen to someone else's perspective, we can gain understanding and engage in more meaningful dialogue.	5:12
Superstars vs Rock Stars: Inspire Your Team to Do The Best Work of Their Lives	A great talk where Radical Candor's Kim Scott discusses how to cultivate highly effective teams of highly effective individuals as their leader.	21:45
Make Feedback & Coaching More Meaningful for Employees	Jason Lauritsen, employee experience expert and author of "Unlocking High Performance: How to use performance management to engage and empower employees to reach their full potential," has one simple way to transform the way employees involve themselves in the performance feedback and coaching processes, and tips to help get you to a point where manager-employee feedback is more effective.	2:24
Might Ducks D3 "Be That Man"	Coach Bombay helping Charlie to know that he's a leader, the heart of the team	1:47

Ted Lasso: Ted Wants to Resign??	Ted Lasso comes to Rebecca with doubts and discouragement and she helps him to translate that into positive momentum and energy.	1:27
Giving Critical Feedback Simon Sinek	Feedback should be a tool for growth, not criticism. We need to create cultures in which everyone believes feedback is for their benefit, so they are more likely to hear it and grow from it.	1:59

3. Articles

Title	Description	Dates
How to Coach Your Employees	Of those who are engaged, the number one factor that contributes to employee engagement is their relationship with their immediate supervisor.	June 2019
	Employees, especially Millennials, expect more feedback from their managers than just during an annual performance review. They expect regular communication between themselves and their managers. But what is coaching? Generally, coaching can be offering guidance with specific situations, projects or issues. But it should also be a part of a manager's day-to-day interactions with employees.	
The Power of Feedback (John Hattie)	Feedback is one of the most powerful influences on learning and achievement, but this impact can be either positive or negative. Its power is frequently mentioned in articles about learning and teaching, but surprisingly few recent studies have systematically investigated its meaning. This article provides a conceptual analysis offeedback and reviews the evidence related to its impact on learning and achievement. This evidence shows that although feedback is among the major influences, the type offeedback and the way it is given can be differentially effective. A model offeedback is then proposed that identifies the particular properties and circumstances that make it effective, and some typically thorny issues are discussed, including the timing of feedback and the effects ofpositive and negative feedback. Finally, this analysis is used to suggest ways in which feedback can be used to enhance its effectiveness in classrooms	Mar 2007

HBR 'Giving Feedback' Articles	A collection of articles from the Harvard Business Review on the topic of Giving Feedback.	
The Leader as a Coach	In the face of rapid, disruptive change, companies are realizing that managers can't be expected to have all the answers and that command-and-control leadership is no longer viable. As a result, many firms are moving toward a coaching model in which managers facilitate problem solving and encourage employees' development by asking questions and offering support and guidance rather than giving orders and making judgments.	Dec 2019
	The authors explain the merits of different types of coaching—directive, nondirective, and situational—and note that sometimes no coaching at all is appropriate. They describe how managers can use the four-step GROW model to become more skilled at listening, questioning, and drawing insights out of the people they supervise. The article concludes with recommendations for making coaching an organizational capacity—effecting a cultural transformation by articulating why coaching is valuable for the firm as well as individuals, ensuring that leaders embrace and model it, building coaching capabilities throughout the ranks, and removing barriers to change.	
Successful Leaders Are Great Coaches	More and more executives are realizing that the successful leader must be a good coach. But what do good coaches do? The authors cover five areas: Care for your teammates, Organize them into their "sweet spot," Align them around the organization's purpose and values, Challenge them to reach their full potential, and Help them reach their goals.	Oct 2022
The Key To Effective Coaching	Business coaching has gone from fad to fundamental. Leaders and organizations have come to understand how valuable it can be, and they're adding "the ability to coach and develop others" to the ever-growing list of skills they require in all their managers. In theory, this means more employee development, more efficiently conducted. But in reality, few managers know how to make coaching work.	Apr 2010
	According to the 2010 Executive Coaching Survey, conducted by the Conference Board, 63% of organizations use some form of internal coaching, and half of the rest plan to. Yet coaching is a small part of the job description for most managers. Nearly half spend less than 10% of their time coaching others.	
	With such limited time devoted to coaching, organizations need to be sure their managers know how	

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	to do it right. To improve the quality and impact of your coaching efforts, start by giving your individual managers tangible information about how to coach their direct reports. Typically, managers meet their coaching obligations by giving reviews, holding occasional meetings and offering advice. For coaching to be effective, they need to understand why they are coaching and what specific actions they need to take.	
Why Leaders Should Consider Shifting to a Coaching Leadership Style Now More Than Ever	The idea of coaching isn't new, and the very definition might sound self-explanatory: a coach is someone who instructs and trains. Think about your favorite sports team's coach. What's essential to the definition, however, is that coaches help teams toward achieving a goal. When it comes to business, however, coaches become a bit more nuanced. Not only are coaches helping lead their teams toward a goal, but they are implementing programs that help employees and team-members improve their performance and develop stronger skill sets. Coaches are giving their team opportunities to be the best of the best and excel not only in their organization, but develop themselves personally and professionally. You know what you need from your employees, but in order to be an effective coach, you should be thinking about what your employees need from you. Your employee needs, first and foremost, open communication and trust. Unless people trust that they can communicate to their leaders where they're struggling and needing assistance, the coaching relationship will likely and quickly turn into an uphill battle. This relationship needs vulnerability and honesty that works both ways, a two-way street of communication. How can you be vulnerable and honest with your employees? And how can you strike a fine balance so that you still can be viewed as a trusted and knowledgeable leader? Additionally, employees are more likely to be enthusiastic about the work they do when they know their coaches are genuinely invested in their growth and willing to work with them on their short term and long term goals. Speaking of which, what are your goals when it comes to being a better leader? What do you need from yourself? One of the answers to those questions should be, if not already practiced, an active and regular habit of acknowledging successes, wins, and overall hard work. The workplace can often become so busy that the work seems merely expected, without time to acknowledge hat your employees are doing right so that they feel empowered	Sep 2021

Effective Coaching Techniques in the Workplace: Tips to Ignite Potential	Some leaders get to where they are by working hard and learning the ropes. Some also seem to have an innate ability to motivate and inspire others. But a good work ethic, a charismatic personality, or powers of persuasion are not enough—to truly lead in the workplace, one must learn effective coaching techniques. Coaching is a key factor to develop your workforce, so every internal development plan should not only include coaching, but also teach your managers and supervisors how to coach effectively.	Not Available
The 5 Essentials to Effective Coaching	Leading and coaching a single person, let alone an entire organization, can be a daunting endeavor. People and teams are complex. In any coaching situation, there are a number of ways things can go south.	Apr 2017
	The most effective coaches break down the coaching process into smaller objectives and then focus on sequencing them strategically. If you attempt to skip or bypass any of these stages, you'll find your audience is much less open to adopting new success initiatives.	

4. Podcasts

Title	Description	Notes
The Coaching Life Podcast	The Coaching Life Podcast with coach, speaker, and author Phil Goddard is a well-thought-out series of interviews with coaches and clients.	
	Each episode provides real-life insight into what it takes to be a coach, the lessons learned, and pitfalls encountered along the way.	
	Highlights include:	
	For a fascinating insight into coaching, listen to the two interviews with Kevin Waldron. Taken three-and-a-half years apart (episodes 1 and 77), they share the experiences and learnings of a coach building a sustainable practice.	

Natural Born Coaches	Marc Mawhinney started his incredibly successful Natural Born Coaches podcast in 2014 to help coaches grow their businesses.	
	He has a back catalog of over 600 episodes and continues to provide entertaining and insightful interviews with coaching professionals each week.	
The Art of Coaching	The Art of Coaching provides extensive support for coaches via a collection of podcasts, books, online courses, and live events.	
	There are over 100 downloadable interviews covering everything from leadership to reasons why you are not reaching your full potential.	
Excellent Executive Coaching	The Excellent Executive Coaching podcast, hosted by Dr. Katrina Burns, provides wide-ranging, in-depth leadership coaching advice.	
Coaching	As a Master Certified Coach from the International Coaching Federation, Dr. Burns covers how to thrive as a coach, excel on LinkedIn, effectively manage the finances of your coaching business, and even be more charismatic.	
<u>WorkLife</u>	Organizational psychologist Adam Grant runs the TED original podcast, WorkLife.	
	He aims to share learnings by interviewing unusual professionals who take the challenges and difficulties thrown at them and excel in their chosen career or profession.	
	WorkLife was near the top of the Apple chart for most downloaded podcasts in 2018 and is still hugely popular.	
Lead to Win	In Lead to Win, New York Times bestselling author Michael Wyatt takes us on a path through personal development, leadership, and influencing skills.	
	Each episode is delivered enthusiastically, offering guidance and tools in areas such as how to sustain achievement and increase personal productivity.	
Coaching for	Dr. Dave Stachowiak's hugely popular podcast, Coaching for Leaders, has been running since 2011.	
<u>Leaders</u>	Over 300 episodes of actionable wisdom, interesting guests, and engaging delivery help develop leadership	

	skills.	
Coaches Rising	While Coaches Rising provides certified coach training, it also offers a series of podcasts aimed at sharing expert knowledge through a series of interviews with coaching professionals.	
15+ Top Coaching Podcasts Coaches Should Listen To	Scientifically reviewed by Maike Neuhaus Ph.D. Coaches, like all professionals, benefit from being part of a community. Sharing experiences, discussing lessons learned, and exchanging techniques strengthen knowledge and build expertise (Cox, Bachkirova, & Clutterbuck, 2018). Whether you're just starting out or have years of experience under your belt, some podcasts can help you develop your business and coaching skills and feel part of this life-changing profession. In this article, we identify 20 podcasts that will inspire you as a coach and support you in your work with clients. There are interviews with life, career, and executive coaches and guidance to help you grow professionally while supporting clients.	

5. Classes / Events

Title	Description	Link
Improvising Radical Candor	If you're like most people, you probably don't receive the kind of feedback you need to keep growing on the job. And, sorry to say, you're probably not giving the kind of feedback that will most help you build the kind of relationships you really need to succeed. Not to worry! Radical Candor and Second City Works have teamed up to tackle your problem, and we've come up with a digital solution that's nothing short of hilarious. Starring David Alan Grier, "The Feedback Loop" is a laugh-and-learn training program that includes a workplace comedy to help you develop a candid culture of effective feedback.	

Crucial (Conversations:
Crucial I	Learning
Courses	3

Backed by 30 years of social science, Crucial Conversations skills represent the standard in effective communication and the marker of high performance individuals and organizations. The course teaches nine powerful skills for working through disagreement to achieve better results.

6. Other Resources

Title	Description	Link
11 Life Coaching Exercises for Powerful Breakthroughs	Using life coaching exercises is a great way to help your clients assess their current life situation and get to know themselves at a deeper level. These exercises provide more context for the challenges and dreams of your clients, so that they can step out of their usual frame of thinking and gain a new perspective. Exercises and frameworks are the very backbone of coaching. The more of these tools you have in your inventory, the more effectively you can serve your clients. In fact, it's often these exercises that stand out as the most memorable part of the session for many coaching clients. However, they do require work and often a certain level of readiness from the coachee. In this round up, we've gathered some of the most transformative life coaching exercises we've seen over the years, and we explain how you can use them for maximum impact. You might want to save this article for later and come back to it as needed.	Link
Crucial Conversations Additional Resources	Resources include videos, the Crucial Conversations model for reference, discussion questions, a short assessment to diagnose how you can improve, and a newsletter.	

7. Quotes

- 1. "I was coachable. I was a sponge and aggressive to learn!" Michael Jordan shares his best skill. Michael Jordan became a great player because he was willing to learn and unlearn things to improve in whatever way he could.
- 2. To get the best coaching outcomes, always have your 1-on-1's on your employee's turf, not yours. In your office, the truth hides. -Marcus Buckingham

- 3. Take advantage of every opportunity to practice your communication skills so that when important occasions arise, you will have the gift, the style, the sharpness, the clarity, and the emotions to affect other people. Jim Rohn
- 4. Without continual growth and progress, such words as improvement, achievement, and success have no meaning. –Benjamin Franklin
- 5. Someone can make a significant life change- if s/he has necessary desire, strength, and motivation to cause the change to happen. —Mozammel Khan
- 6. [...] I believe that feedback thrives in cultures where the goal is not "getting comfortable with hard conversations" but normalizing discomfort. —Brené Brown
- 7. The interesting thing about coaching is that you have to trouble the comfortable, and comfort the troubled. Ric Charlesworth
- 8. Treat a person as he is, and he will remain as he is. Treat him as he could be, and he will become what he should be. Jimmy Johnson
- 9. Who, exactly, seeks out a coach? If you ask a coach the answer is usually the same: Winners who want even more out of life.

 -Abigail Pickus
- 10. Coaching is unlocking people's potential to maximize their own performance. It is more often helping them to learn rather than teaching them. -John Whitmore
- 11. If at first you don't succeed, try doing what your coach told you to do the first time. -Unknown
- 12. Coaching takes a holistic view of the individual: work, corporate values, personal needs and career development are made to work in synergy, not against one another. -British Journal of Administrative Management
- 13. ...coaching focuses on equipping the individual to discover their unique potential. -Brian Cagneey
- 14. Once used to bolster troubled staffers, coaching now is part of the standard leadership development training for elite executives and talented up-and-comers at IBM, Motorola, J.P. Morgan, Chase, and Hewlett Packard. These companies are discreetly giving their best prospects what star athletes have long had: a trusted adviser to help reach their goals. -CNN.com
- 15. The benefits of coaching appear to win over even the most cynical clients within just a few weeks. -Industry Week
- 16. We have done lots of research over the past three years, and we have found that leaders who have the best coaching skills have better business results. -Tanya Clemens, V.P. of Global Executive & Organizational Development at IBM
- 17. Coaching works because people learn by doing what they would have done anyway just smarter, faster, better, and with support and feedback. -Consulting Today
- 18. Using coaching instead of sending executives and managers to seminars two or three times a year can be more beneficial to ongoing career development, not to mention less expensive..." -PC Week
- 19. Corporate America had better heed the phenomenon...people won't run on autopilot or by remote e-mail. No matter how much the world has changed, people on the job still need some mentoring, some monitoring, some meaningful interaction...personal coaching has earned it's merits. -Fortune Magazine

- 20. I absolutely believe that people, unless coached, never reach their maximum capabilities. -Bob Nardelli
- 21. I never cease to be amazed at the power of the coaching process to draw out the skills or talent that was previously hidden within an individual, and which invariably finds a way to solve a problem previously thought unsolvable. -John Russell, Managing Director, Harley-Davidson Europe Ltd.
- 22. One of the most exciting things about coaching is the buzz you get when you push out of your comfort zone, come up with a plan and put it into action! Life takes on a whole new meaning as you re-create your life or career the way you want it.

 -Emma-Louise Elsey
- 23. Each person holds so much power within themselves that needs to be let out. Sometimes they just need a little nudge, a little direction, a little support, a little coaching, and the greatest things can happen. -Pete Carroll
- 24. Simply put, Coaching is where you work with someone to connect with yourself and what really matters. You redesign your environment, your career and/or your life and then your coach supports and challenges you as you take bold action to make it happen! -Emma-Louise Elsey
- 25. A coach is someone who tells you what you don't want to hear, who has you see what you don't want to see, so you can be who you have always known you could be. -Tom Landry
- 26. Mentoring is a brain to pick, an ear to listen, and a push in the right direction. -John Crosby
- 27. The delicate balance of mentoring someone is not creating them in your own image, but giving them the opportunity to create themselves. -Steven Spielberg
- 28. "The most important measure of success is not status, power, or wealth. It's how much freedom you have—and how much freedom you give. Choosing how to spend your time and share your ideas is a right. Using your resources to help others gain that right is a responsibility." Adam Grant
- 29. "In whatever we pursue or do.... I firmly believe the purpose should always be greater than me and my needs.... it's what I can do for others with no expectation of anything in return." Inky Johnson
- 30. In the minds of great managers, consistent poor performance is not primarily a matter of weakness, stupidity, disobedience, or disrespect. It is a matter of miscasting. -Marcus Buckingham
- 31. You can motivate by fear, and you can motivate by reward. But both those methods are only temporary. The only lasting thing is self-motivation. Homer Rice
- 32. Our emphasis is on execution, not winning. Pat Summitt
- 33. Computers are useless. They can only give you answers. -Pablo Picasso
- 34. [Efficiency Plug] Efficiency is doing things right. Effectiveness is doing the right things. -Peter Drucker
- 35. [Efficiency Plug] Efficiency is doing better what is already being done. -Peter Drucker
- 36. Don't expect to find you're doing everything right the truth often hurts. The goal is to find your inefficiencies in order to eliminate them and to find your strengths so you can multiply them. –Tim Ferriss

- 37. There should be no shame in admitting to a mistake; after all, we really are only admitting that we are now wiser than we once were. -Greg Mckeown
- 38. When nobody fails, everybody loses. Feedback and resilience are vital. -Alan Froggatt
- 39. You cannot change anyone, but you can be the reason someone changes. -Roy T. Bennett
- 40. "Concentrate on what will produce results rather than on results, the process rather than the prize." -Bill Walsh
- 41. "In internal communication, there must be an ongoing and perceived consistency between what you say and how you say it."
 -Janet G. Elsea
- 42. "We all need somebody to shine the light on us, on our strengths." -Colette Carlson
- 43. "Blessed is the influence of one true, loving human soul on another." -George Eliot
- 44. "Training is principally an act of faith." -Franz Stampfl

8. Activity Ideas

Title	Description	Link