

# Coaching For Performance John Whitmore

The most effective leader behaves more like a coach. Authors Bill Eckstrom and Sarah Wirth have spent a decade researching the activities, behaviors, and performance of leaders. After studying more than 100,000 coaching interactions in the workplace, primarily of sales teams, they have been able to determine how coaching affects team outcomes and growth. The authors share three critical performance drivers, along with the four high-growth activities that coaches must execute to build a team that is motivated to achieve at the highest levels. Through both hard data and rich stories, Eckstrom and Wirth demonstrate how leaders can measure and improve their coaching to lead their teams to better results. The Coaching Effect will help leaders at all levels understand the necessity of challenging people out of their comfort zone to create a high-growth organization. Leaders will learn how they can develop trust relationships, drive accountability and leverage growth experiences to propel their team members to the highest levels of success. Coaching delivers high performance in you, your team, and your organization. "Coaching for Performance is the proven resource for all coaches and pioneers of the future of coaching." - Magdalena

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N. Mook, CEO, International Coach Federation (ICF)

"Shines a light on what it takes to create high performance." - John McFarlane, Chairman, Barclays, Chairman, TheCityUK Coaching for Performance is the definitive book for coaches, leaders, talent managers and professionals around the world. An international bestseller, featuring the influential GROW model, this book is the founding text of the coaching profession. It explains why enabling people to bring the best out of themselves is the key to driving productivity, growth, and engagement. A meaningful coaching culture has the potential to transform the relationship between organizations and employees and to put both on the path to long-term success. Written by Sir John Whitmore, the pioneer of coaching, and Performance Consultants, the global market leaders in performance coaching, this extensively revised and extended edition will revolutionize the traditional approach to organizational culture. Brand-new practical exercises, corporate examples, coaching dialogues, and a glossary strengthen the learning process, whilst a critical new chapter demonstrates how to measure the benefits of coaching as a return on investment, ensuring this landmark new edition will remain at the forefront of professional coaching and leadership development.

Today, even more British and European companies believe in mentoring, and their experiences clearly

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reveal its potential as a rapid and cost-effective method of management development. David Clutterbuck examines the benefits of mentoring for both individuals and the company, and shows how it can play a crucial role in fostering talent at work. When Co-Active Coaching was first released in 1998, this pioneering work set the stage for what has become a cultural and business phenomenon and helped launch the profession of coaching. Published in more than ten languages now, this book has been used as the definitive resource in dozens of corporate, professional development and university-based coaching programs as well as by thousands of individuals looking to elevate their communication, relationship and coaching skills. This fully revised third edition of Co-Active Coaching has been updated to reflect the expanded vision of the newly up.

Clear, concise, hands-on, and reader friendly, this is a coaching guide written in a coaching style.

An expert explains how the conventional wisdom about decision making can get us into trouble—and why experience can't be replaced by rules, procedures, or analytical methods. In making decisions, when should we go with our gut and when should we try to analyze every option? When should we use our intuition and when should we rely on logic and statistics? Most of us would probably agree that for important decisions, we should follow certain

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guidelines—gather as much information as possible, compare the options, pin down the goals before getting started. But in practice we make some of our best decisions by adapting to circumstances rather than blindly following procedures. In *Streetlights and Shadows*, Gary Klein debunks the conventional wisdom about how to make decisions. He takes ten commonly accepted claims about decision making and shows that they are better suited for the laboratory than for life. The standard advice works well when everything is clear, but the tough decisions involve shadowy conditions of complexity and ambiguity. Gathering masses of information, for example, works if the information is accurate and complete—but that doesn't often happen in the real world. (Think about the careful risk calculations that led to the downfall of the Wall Street investment houses.) Klein offers more realistic ideas about how to make decisions in real-life settings. He provides many examples—ranging from airline pilots and weather forecasters to sports announcers and Captain Jack Aubrey in Patrick O'Brian's *Master and Commander* novels—to make his point. All these decision makers saw things that others didn't. They used their expertise to pick up cues and to discern patterns and trends. We can make better decisions, Klein tells us, if we are prepared for complexity and ambiguity and if we will stop expecting the data to tell us everything.

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Master your game from the inside out! With more than 800,000 copies sold since it was first published thirty years ago, this phenomenally successful guide has become a touchstone for hundreds of thousands of people. Not just for tennis players, or even just for athletes in general, this handbook works for anybody who wants to improve his or her performance in any activity, from playing music to getting ahead at work. W. Timothy Gallwey, a leading innovator in sports psychology, reveals how to

- focus your mind to overcome nervousness, self-doubt, and distractions
- find the state of “relaxed concentration” that allows you to play at your best
- build skills by smart practice, then put it all together in match play

Whether you're a beginner or a pro, Gallwey's engaging voice, clear examples, and illuminating anecdotes will give you the tools you need to succeed. “Introduced to *The Inner Game of Tennis* as a graduate student years ago, I recognized the obvious benefits of [W. Timothy] Gallwey's teachings. . . . Whether we are preparing for an inter-squad scrimmage or the National Championship Game, these principles lie at the foundation of our program.”—from the Foreword by Pete Carroll

"Jim Knight is one of the wise men of coaching. His well is deep; he draws from it the best tools from practitioners, the wisdom of experience, and research-based insights. And he never loses sight of the bigger picture: the point of all this is to have more

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impact in this life we're lucky enough to live."  
—MICHAEL BUNGAY STANIER, Author of *The Coaching Habit Identify . . . Learn . . . Improve* When it comes to improving practice, few professional texts can rival the impact felt by Jim Knight's *Instructional Coaching*. For hundreds of thousands of educators, Jim bridged the long-standing divide between staff room and classroom offering up a much a more collaborative, respectful, and efficient PD model for achieving instructional excellence. Now, one decade of research and hundreds of in-services later, Jim takes that work a significant step further with *The Impact Cycle*: an all-new instructional coaching cycle to help teachers and, in turn, their students improve in clear, measurable ways. Quintessential Jim, *The Impact Cycle* comes loaded with every possible tool to help you reach your coaching goals, starting with a comprehensive video program, robust checklists, and a model *Instructional Playbook*. Quickly, you'll learn how to Interact and dialogue with teachers as partners Guide teachers to identify emotionally compelling, measurable, and student-focused goals Set coaching goals, plan strategies, and monitor progress for optimal impact Use documentary-style video and text-based case studies as models to promote maximum teacher clarity and proactive problem solving Streamline teacher enrollment, data collection, and deep listening Jim writes, "When we grow, improve, and learn, when we strive to become

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a better version of ourselves, we tap into something deep in ourselves that craves that kind of growth."

Read *The Impact Cycle* and soon you'll discover how you can continually refine your practice to help teachers and students realize their fullest potential.

View Jim Knight's *Impact Cycle* video trailer:

"Philippe Rosinski is a leader in the coaching field.

*Coaching Across Cultures* reveals his pioneering multicultural approach and innovative global perspective. His book is a treasure for anyone eager to learn how to effectively facilitate human fulfillment and responsible growth." - Laura Berman Fortgang, Author of *Take Yourself to the Top* and *Living Your Best Life*

As coaches and clients increasingly realize, the demands of business mean that it is now vital to integrate, understand and leverage cultural differences across countries and corporations. *Coaching Across Cultures* bridges the gap between coaching and interculturalism.

The essence and success of *The Tao of Coaching* has always been its focus on the practical tips and techniques for making work more rewarding through the habit of coaching - and this philosophy continues to underpin this brand new reissue. The book's premise is simple: that to become an effective coach, managers and leaders need master only a few techniques, even though mastery obviously requires practice. Each chapter focuses on a specific technique - or Golden Rule - of coaching to help practice make perfect. Tried and tested by generations within and beyond the workplace, this succinct and engaging book gives readers the tools

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to: - create more time for themselves, by delegating well  
- build, and enjoy working with, effective teams - achieve better results - enhance their interpersonal skills. It demonstrates that coaching is not simply a matter of helping others and improving performance, but is also a powerful force for self-development and personal fulfilment.

An innovative professional development strategy that facilitates change, improves instruction, and transforms school culture! Instructional coaching is a research-based, job-embedded approach to instructional intervention that provides the assistance and encouragement necessary to implement school improvement programs. Experienced trainer and researcher Jim Knight describes the "nuts and bolts" of instructional coaching and explains the essential skills that instructional coaches need, including getting teachers on board, providing model lessons, and engaging in reflective conversations. Each user-friendly chapter includes: First-person stories from successful coaches Sidebars highlighting important information A "Going Deeper" section of suggested resources Ready-to-use forms, worksheets, checklists, logs, and reports The aim of this short book is to give an idea of what coaching is and to show how it can help people change the things in their lives they want to change. It explains the principles behind coaching and enlarges on some of the methodology that has been shown to work both in professional coaching situations and with individuals who self-coach at home. It aims to provide information that, hopefully, is useful to somebody considering embarking

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on a coaching course as well as for people who may be simply interested in the subject.

The purpose of this book is to re-orient the current agenda in education towards learning. The recent emphasis has been on achieving standards through managing schools, teachers and the teaching process. But the real purpose of schools was, is, and always will be about learning. In an increasingly complex, diverse and unpredictable world, it is necessary for schools and those working with them to refocus on learning at all levels - pupils, teachers, leaders, the organisation as a whole and all of the school's partners. *It's About Learning* is a clear and well written discussion woven with practical examples and strategies. It also includes an annotated bibliography suggesting useful follow-up reading, and the issues are posed as questions for reflection and discussion.

Develop effective coaching approaches with this definitive guide to best practice in the coaching profession.

Published with the Association for Coaching, *Excellence in Coaching* presents cutting-edge thinking in the field of workplace coaching. This comprehensive industry guide enables coaches to achieve personal excellence in a rapidly evolving profession through a collection of best-practice material covering: setting up and running your coaching practice; transpersonal coaching; behavioural coaching (the GROW model); integrative coaching; solution-focused coaching; intercultural coaching; cognitive behavioural coaching; coaching and stress; NLP coaching and coaching ethics. This latest edition

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has been updated to reflect recent evolvments in the industry and includes brand new chapters on accreditation, evaluating coaching, appreciative inquiry and making the most of a coaching investment.

Praise for Executive Coaching with Backbone and Heart

"In this book, O'Neill brings form and structure to the art of executive coaching. Novices are provided a path while seasoned practitioners will find affirmation." —Daryl R.

Conner, CEO and president, ODR-USA, Inc. "Mary Beth O'Neill's executive coaching gave me the tools and clarity to become a far more effective leader and change agent. The bottom line was that we succeeded with a

monumental organizational turnaround that had seemed impossible to accomplish." —Eric Stevens, former CEO,

Courage Center "O'Neill writes in a way that allows you to see this experienced coach in action. What a

wonderful way to learn!" —Geoff Bellman, consultant and author, The Consultant's Calling

"Mary Beth brings a keen business focus to coaching by not just contributing insights but through helping me and my team gain the insights that we need to solve our own problems. She

has the ability to see through the sometimes chaotic dialogue and personalities in order to help a team focus on the real issues and dynamics that can impede

organizations from achieving their goals." —John C. Nicol, general manager, MSN Media Network "Effective leaders require courage, compassion, and initiative.

O'Neill's systems-based coaching serves as a guide for both coaches and executives to better enable good decisions and good decision-makers." —Paul D. Purcell, president, Beacon Development Group "With Mary Beth

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O'Neill's coaching, I've become the kind of leader who balances both the needs to get results and to develop great working relationships. Since I started working with her, I've won accolades as the Top Innovator for my company, and as Professional of the Year for my industry. More important, I've been able to scope my job in a way that allows me to learn and contribute at the same time, all the while delivering great results to the bottom line." —Lynann Bradbury, vice president, Waggener Edstrom

Effective performance coaching can help individuals and organizations achieve their maximum potential, tackle challenges and reach specific goals. It leads to personal and professional development, improves productivity, performance and motivation, and helps to create a work/life balance. *Best Practice in Performance Coaching* is both an introduction for anyone thinking of becoming or hiring a coach - whether private or corporate - and a reference guide for experienced coaches. A practical guide to the 'what' and the 'how' of performance coaching, it covers a broad range of topics from the personal and executive angle and explains the structure of a coaching relationship. The book contains extensive guidance on coaching techniques and the best-known and emerging models and tools as well as advice on how to train as a coach, how to run a coaching practice and how to structure coaching sessions. Complete with worksheets and exercises, evaluations and international case studies, this is a thorough guide to performance coaching. Forewords by Sir John Whitmore and Sir Richard Branson. This book, first published in 1984, is a collection of six classic articles by the famed accountant John Whitmore. The articles, written between 1906 and 1908, provide a key analysis of standard costing and cost accounting.

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We live in a world that is volatile, uncertain, complex and ambiguous, in which our work and lives are constantly disrupted and changing. But coaches and leaders are still trained to operate within stable models with a uni-focus on performance. Coaches are starting to question the remit of 'raising performance' within existing systems, many of which are outdated, dysfunctional and even toxic. The role of the coach today must evolve to become fit for purpose in challenging times and coaching must re-articulate its values, as the essential compass for navigating turbulent waters. In *The Future of Coaching*, Hetty Einzig examines the role of coaching and leadership in the twenty-first century, and sets out a compelling vision for its future. Drawing on experience gained over twenty-five years of coaching leaders in the corporate and public sectors, in the UK and globally, she challenges the tenet of coaching neutrality. Rather than simply following the client agenda, she encourages coaches to see themselves as partners in courageous leadership and to work towards building an ethical, holistic and networked coaching approach to help create businesses that serve society and our globalised world. The book asks essential questions of coaches working today: how can leaders and coaches become 'positive deviants' and transform the rules of the game within cultures where denial and group-think are rife? How can coaches work with the anxious and depressed, embracing the dark as well as the light? Are coaches prepared for the rise of Millennials, women leaders and those over sixty (the Third Acters)? Einzig challenges the model of the Strong Leader in favour of Respons-able leadership based on authentic strength, distributed power and responsive thinking. And she shows how this vision of a transformed workplace is essential for the transformations society must undertake to reclaim a positive future. This thought provoking collection of essays, designed to be read in

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any order, is enlightening and inspiring reading for coaches in practice and in training, HR and L&D professionals and for leaders everywhere.

Performance Coaching offers a guide to the fundamentals of coaching with an overview of all the key principles, tools and case studies you need to develop more advanced knowledge. Whether you're thinking about becoming a coach, already running a professional coaching practice or thinking about how you can embed a coaching culture in your organization, Carol Wilson illustrates how to develop a best practice approach. Using practical tools throughout and with international case studies to illustrate the various cultural challenges coaches and managers can face, Performance Coaching is a complete resource for developing coaching in any organization. This new edition of Performance Coaching has been completely updated to offer a greater focus on building a coaching culture in organizations and the challenges that leaders face in understanding and developing a coaching approach.

This book provides insights into an understanding of disruptive leadership. It explores the key success factors for digital transformation of organizations in the highly disruptive, increasingly VUCA-driven era of the Fourth Industrial Revolution. Disruption is happening everywhere and in every aspect of our lives. It is happening at a scale and speed that is unprecedented in modern history, impacting diverse industries, from financial services to retail, media, logistics and supply chain, manufacturing, education, professional services, and life sciences. Leaders are finding it challenging to navigate the near-insurmountable challenges resulting from the impact of these disruptive events on their organizations. The right leadership is critical for organizations to thrive in a disruptive business environment. How should we define leadership in such an environment? Are the current

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leadership practices and competencies still relevant in the face of such disruption? What are the attributes of a “disruptive digital leader”? How can leaders set themselves up not only to survive but also to thrive in navigating the challenges of disruptive events and crises? This book provides insights into an understanding of disruptive leadership. It explores the key success factors for digital transformation of organizations in the highly disruptive, increasingly VUCA-driven era of the Fourth Industrial Revolution (also known as Industry 4.0). The book also examines the fundamental qualities of disruptive leadership that would distinguish successful leaders as they guide their organizations through the impact of the COVID-19 pandemic and the digital transformation at the workplace.

Widely recognised as a leading practical handbook on coaching, *The Coaching Manual* combines an understanding of coaching principles, skills, attitudes and behaviours, along with practical guidance and a comprehensive tool kit for coaches. *The Coaching Manual* demystifies the full coaching process, from first step to final meeting. This is the complete guide to coaching and includes: models, perspectives, skills, case studies, tips and advice.

Professional coaches and trainers, specialist consultants and coaching managers, and HR professionals.

This extensively revised and expanded new edition clearly explains the principles of coaching, with illustrations from business and sport.

19. See, hear, grow

Clear, concise, hands-on and user-friendly, *Coaching for Performance* is a coaching guide written in a coaching style. A description of the principles of coaching and mentoring, seeking to enable the reader to assess and develop their ability to improve the performance of others. It addresses: the key skills and appropriate coaching styles; conducting

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effective feedback and progress reviews; establishing your own competence through a series of simple self-assessments; putting learning theories into practice; drawing up individual learning contracts; using mentoring to encourage and support learning; and designing successful development programmes.

Emotional Intelligence Coaching examines the vital role emotions and habits play in performance. Emotional intelligence can help leaders and coaches recognize how attitudes - both their own and those of the people they coach - prevent individuals from reaching their potential. Replacing these with more useful feelings and thoughts can provide a powerful means of improving performance. This book explains the principles of emotional intelligence and how these relate to coaching for performance. It includes practical activities for those seeking to identify and adapt their behaviour in order to achieve more. Never before have emotional intelligence and coaching been brought together in this way to help you develop your own and other people's performance.

The single most important skill in coaching is asking powerful questions. In this volume, master coach trainer Tony Stoltzfus joins with 12 other professional coaches to present dozens of valuable asking tools, models and exercises, then illustrates these coaching strategies with over 1,000 examples of penetrating questions. Covering the gamut from basic techniques like options and actions to advanced concepts such as challenge and reframing, Coaching Questions is a book that will find a home on any coach's short list of handy references. Coaching Questions: A Coach's Guide to Powerful Asking Skills includes:

1. Dozens of asking tools, models, and strategies.
2. The top ten asking mistakes coaches make, and how to correct each one.
3. Nearly 1200 examples of powerful questions from real coaching

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situations.4. Destiny discovery tools organized in a four-part life-purpose model .5. Overviews of 15 popular coaching niches, with a tool and examples for each.6. A schedule of training exercises to help you become a "Master of Asking". In the 1980s David Grove devised a technique called Clean Language for healing patients with traumatic memories, such as child abuse or wartime trauma. The process enabled patients to resolve the effects of their experiences through visualisation and metaphor. He converted the work into a spatial technique called Emergent Knowledge and his techniques have attracted practitioners from all over the world including the UK, Europe, America, Australia and New Zealand. Performance Coaching pioneer Carol Wilson worked with David until his death in 2008, developing courses to train coaches and business psychologists to use his methods in the workplace, in order to relieve mental blocks and limiting behavioural patterns such as fear of public speaking, bullying and thwarted personal potential. This book is the most comprehensive work so far published about David Grove and contains a record not only of his work with Carol, but with leading practitioners across the world, including detailed descriptions of techniques, case histories and biographical details of David's life. Performance Coaches and Leadership Practitioners will be able to enhance their existing techniques by incorporating ideas, methods and principles from this book. It will help experienced and potential practitioners to gain an overview and a history of David Grove, and to know where to go for further research and learning.

A bold new approach to performance by one of the top coaches in the country. In trying to improve-on the playing field, in the office, or even at home-most people seek out new information to get to the next level. They read a book, attend a class, or hire an expert to give them an edge. But Alan

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Fine, an accomplished tennis, golf, and executive coach and a renowned authority on peak performance, believes that this "outside-in" method is precisely what's holding you back from doing your best work. He's found the biggest obstacle to improved performance isn't not knowing what to do; it's not doing what you already know. Ironically, the quest for information and instructions designed to help you get ahead can often interfere with your ability to focus on doing something. Fine reveals his simple and proven approach to achieving breakthrough performance. It starts with reducing the interference that blocks your potential through an amazing process called G.R.O.W. (Goal, Reality, Options, Way Forward). No matter who you are or what you do, You Already Know How to Be Great will help you eliminate what is standing in the way of your goals.

This is a fully revised and updated second edition of the successful Techniques for Coaching and Mentoring, also incorporating the best bits of its sister text Further Techniques for Coaching and Mentoring. The book presents a comprehensive and critical overview of the wide range of tools and techniques available to coaches and mentors. With a strong academic underpinning, it explores a wide range of approaches, and provides techniques both for use with clients and to support professional development of the coach or mentor. Key features include: Easy-to-use resources and techniques for one-to-one coaching; Case studies throughout the text, helping to put theory into practice; An overview of different theoretical approaches; A dedicated section on 'themes for the coach' discussing coaching across cultures, evaluating your coaching and looking after yourself as a coach; and Downloadable worksheets for each technique. Techniques for Coaching and Mentoring 2nd Edition is an invaluable resource for professional coaches and mentors looking to enhance their practice, and for students of

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coaching and mentoring.

Challenging Coaching is a real-world, timely and provocative book which provides a wake-up call to move beyond the limitations of traditional coaching. Based on the authors' extensive experience working at board and management levels, they suggest that for far too long coaching approaches have shied away from adopting a more challenging stance - a stance that can provoke greater performance and unlock deeper potential in business leaders and their teams. The authors detail their unique FACTS coaching model, which provides a practical and pragmatic approach focusing on Feedback, Accountability, Courageous goals, Tension and Systems thinking. The authors explore FACTS coaching in theory and in practice using case studies, example dialogues and practical exercises so that the reader will be able to successfully challenge others using respectful yet direct techniques. This is an original and thought-provoking book that dares the reader to go beyond traditional coaching and face the FACTS.

This updated and expanded second edition of Book provides a user-friendly introduction to the subject, Taking a clear structural framework, it guides the reader through the subject's core elements. A flowing writing style combines with the use of illustrations and diagrams throughout the text to ensure the reader understands even the most complex of concepts. This succinct and enlightening overview is a required reading for all those interested in the subject .We hope you find this book useful in shaping your future career & Business. Look for ways to touch the soul. Remember what

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coaching's really about. It's about looking for ways to touch the soul, and having someone's life change. Coaching simply can't be sold like other things are sold. And that turns out to be good news. Once you begin practicing true connection, you become successful. In *37 Ways to BOOST Your Coaching Practice*, Steve Chandler shows just what steps to take - and the 17 lies to avoid - to give your prospective clients a powerful experience of the work you do. Learn to fill your practice by moving beyond coaching-as-a-concept. Creating clients happens one coaching conversation at a time, one true connection at a time.

The classic guide to sharpening your mind and raising your performance—on the green, and in the game of life. “The best sports psychology book ever written about golf.”—*Inside Golf W.* Timothy Gallwey’s bestselling *Inner Game* books—with more than one million copies sold—have revolutionized the way we think about sports. As he did in his phenomenally successful *The Inner Game of Tennis*, Gallwey provides methods that can be applied to situations beyond the green. *The Inner Game of Golf* delivers strategies to achieve potential—both in the crucible of competition and in everyday life. With Gallwey as a guide, you’ll learn how to • defeat your mental demons and find clarity under pressure • dispel tensions that can sabotage your performance • build confidence and overcome insecurities that can hijack your best instincts • employ the art of “relaxed concentration” to improve your swing, your game, and your life No matter what your skill set, Gallwey’s pioneering strategies, real-life examples, and illuminating

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advice are perfect for anyone who strives to be a champion on and off the course.

This edition now out of print. 4th Edition available.

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