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## Beyond Goals

*Effective Strategies for Coaching and Mentoring*

**Susan David, David Clutterbuck and David Megginson**

*'We all know that goals are dreams with deadlines. We also know that setting goals enables us to turn the invisible into the visible. What's more, goals are the catalysts of change. If we set goals, and pursue these full heartedly, we are likely to arrive at remarkable places. Susan David, David Clutterbuck and David Megginson have been in pursuit of exactly the "remarkable" in their book Beyond Goals. Their contributions and the ones of their associates show us the road forward in making coaching and mentoring a highly successful endeavour. This book is a "must" for everyone interested in this rapidly expanding field of studies.'*

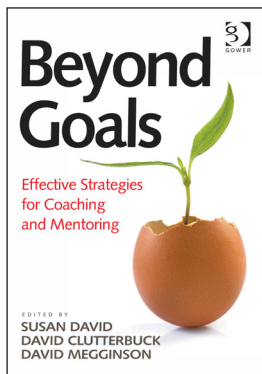
**Manfred F. R. Kets de Vries, INSEAD, France**

*'We have needed this considered and careful exploration of the use of goals in coaching to challenge any number of blithe assumptions. The range of perspectives and the depth of coverage in this volume will encourage more reflective and effective engagement to help clients change what matters. I'm adding it to our "must-read" list for coaching supervisors.'*

**Douglas Riddle, Global Director Coaching Services & Assessment Portfolio,  
Center for Creative Leadership, USA**

*'Beyond Goals is an educative, highly readable and compelling analysis of standard practices in goal setting for individuals and business. You are invited to challenge current thinking and traditional techniques for goal achievement and to engage with stimulating perspectives that have the potential to revolutionise the future of goal setting. An inspirational and invaluable resource for all those involved with mentoring and coaching.'*

**Lise Lewis, International President of the European Mentoring and Coaching Council (EMCC)**



What is there in developmental relationships beyond setting and striving to achieve goals? The presence of goals in coaching and mentoring programs has gone largely unquestioned, yet evidence is growing that the standard prescription of SMART, challenging goals is not always appropriate – and even potentially dangerous – in the context of a complex and rapidly changing world. *Beyond Goals* advances standard goal-setting theory by bringing together cutting-edge perspectives from leaders in coaching and mentoring. From psychology to neuroscience, from chaos theory to social network theory, the contributors offer diverse and compelling insights into both the advantages and limitations of goal pursuit. The result is a more nuanced understanding of goals, with the possibility for practitioners to bring greater impact and sophistication to their client engagements. The implications of this re-assessment are substantial for all those practicing as coaches and mentors, or managing coaching or mentoring initiatives in organizations.

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Foreword; Preface; Goals: a long term view; Goals in coaching and mentoring: the current state of play; Researching goals in coaching; New perspectives on goals in coaching practice: an integrated model of goal-focused coaching; Self-determination theory within coaching contexts: supporting motives and goals that promote optimal functioning and well-being; A social neuroscience approach to goal setting for coaches; Putting goals to work in coaching: the complexities of implementation; The coaching engagement in the 21st century: new paradigms for complex times; Goal setting: a chaos theory of careers approach; When goal setting helps and hinders sustained, desired change; The goals behind the goals: pursuing transpersonal goals; GROW grows up: from winning the game to pursuing transpersonal goals; Goals in mentoring and coaching; Goal setting in a layered relationship mentoring model; Working with emergent goals: a pragmatic approach; The way forward: perspectives from the editors; Bibliography; References; Index.

## About the Authors:

**Dr Susan David**, a leading expert on coaching, is a founder and co-director of the Institute of Coaching at McLean Hospital of Harvard Medical School, on the Harvard Faculty, and CEO of Evidence Based Psychology, a leadership development and management consultancy that advises global organizations. She frequently contributes to the online Harvard Business Review and is principal editor of the Oxford Handbook of Happiness.

**Professor David Clutterbuck** is Visiting Professor at Oxford Brookes and Sheffield Hallam Universities and heads the UK Research Committee of the European Mentoring and Coaching Council. Clutterbuck has been listed amongst the most influential thinkers in Human Resources and top business coaches in the UK.

**David Megginson** is Emeritus Professor at Sheffield Hallam University and founder of its Coaching and Mentoring Research Group. Megginson was Professor of Human Resource Development at the University. He has been co-chair of the European Mentoring and Coaching Council.

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