From the Desks of the Co-Editors

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FROM THE DESKS. . .
Of the Co-Editors

In this issue of *IJCO™* we are exploring the outer limits and inner depths of organizational coaching. We all know that unconscious processes have a profound impact on the way we all operate within organizations and as coaches to organizational leaders—but we are not sure how to address this impact. One of us, as co-editor (WB), comes from the United States (though has worked in many other countries); the other (MS) was born in England and has lived in both Switzerland and Mexico. We mention this because the role played by the unconscious in daily life is viewed in quite different ways depending on the society and culture in which one is situated. The American perspective on the human psyche might be portrayed as a single-level (“ranch-style”) home. Everything in the house can be viewed immediately. There is nothing to hide. All is accessible. All is behavior. This means that unconscious processes are either denied or set aside as either unimportant or much too difficult to access or understand. By contrast, most European (including Hispanic) societies fully embrace the challenge of exploring unconscious processes. They tend to view the human psyche as a multi-storied (“Victorian”) home. There is an attic and a basement, as well as many stairways, shadowy hallways and hidden panels. What you see is only a small portion of that which is ultimately accessible, if one is patient and courageous in exploring all sectors of the human psyche.

It is not accidental that the key article in this issue of *IJCO™* is an interview with Jack Wood, a coach, consultant, educator and Jungian therapist living in Switzerland. While Jack was born in the United States, we see in his analysis of unconscious processes a distinctly European perspective. Three commentaries on his interview (by Gail Johnson Vaughan, Russ Long and Karlin Sloan) are offered. Each of these commentaries are written by an American coach or leader. A rich set of contrasts (and similarities) can be drawn between the Wood interview and the commentaries. We draw on the insights of yet another European, the eminent social analyst, Max Weber, when addressing the issue of broader unconscious processes in the fundamental structures, assumptions and ethics of the social systems in which leaders operate and make decisions. This article, written by Vicki Foley and one of us (WB), focuses on two case studies and provides a distinctive perspective regarding ways in which the insights of Max Weber might be applied in the organizational coaching setting.

The third major article also is rooted in non-American soil. Joel Rothaizer and Sandra Hill introduce (for the first time in *IJCO™*) a powerful conceptual tool called the “Enneagram.” They introduce this ancient tool within a broad framework regarding the important role to be played by developmental thinking and an examination of unconscious processes in coaching—helping coaching clients gain access to their own unconscious assumptions and perspectives on life. We conclude this main section of *IJCO* with excerpts from an upcoming book on the Johari Window, written by one of us (WB). These excerpts specifically refer to the Fourth Quadrant in the widely used Johari Window—the quadrant containing material that is unknown to either oneself or other people with whom one is relating (thus rightfully identified as “unconscious” material). The Quad Four analysis in the New Johari Window builds on the original insights offered by Joseph Luft (the “Jo” in Johari), while also incorporating insights from other fields and recent research on interpersonal relationships.

We conclude this issue of *IJCO™* with a provocative musing prepared by our resident guru, Mike Jay, and with an article that has undergone peer review and was enthusiastically endorsed by members of the *IJCO* editorial board. This article (“Supporting the Alignment of Women Executive with their...
Stated Values”) is offered by Sheila Maher, who summarizes the insights she has gained from interviews with 62 women executives and identifies four levels of alignment between personal and professional values: traditional, aspirational, transitional and aligned.

We hope that you find this journey into the often uncharted landscape of the unconscious (as it relates to the coaching process) to be intriguing and laden with insights.

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