FROM THE DESKS... Of the Co-Editors

*IJCO The International Journal of Coaching in Organizations™* has often turned during its eight years of publication to the question of how organizational coaching and organization development (OD) relate to one another. Certainly, these two human service endeavors are closely related. Some OD practitioners propose that organizational coaching is simply one of the tools they use to bring about effective consultation with their clients. Other OD practitioners suggest that they have been doing “coaching” for many years: we now call it *coaching*, whereas in the past it might have been called facilitation, one-on-one organizational consulting, or leadership development. Other OD practitioners and many organizational coaches propose that coaching strategies are in many ways “new” and that they have increased the capacity of organizational consultants, facilitators, and leadership development trainers to make a real difference in their work inside 21st century organizations.

While we don’t take a stand in this issue of *IJCO™* about these weighty and controversial perspectives regarding the relationship between organization development and organization-based coaching, we do offer some rich contributions to the dialogue regarding this relationship. We grouped this issue’s articles into two subthemes: foundation-setting and challenges. We open this issue with a stage-setting interview. One of us, Katrina Burrus, first interviewed Peter Brabeck-Letmathe when he was CEO at the Nestlé Corporation (the largest Food and Beverage company in the world with 285,000 employees). In the current issue of *IJCO*, Katrina shares the results of her second interview with Brabeck-Letmathe. He now serves as Chairman of the Board at the Nestlé Corporation. Through this second interview, we gain a clear perspective regarding the way in which one very successful leader views the contemporary challenges facing large international corporations.

We turn next to a second interview that was conducted by Dorothy Siminovitch with Edie Seashore—one of the foremost (even legendary) leaders in the field of organization development. Edie reflects on her own work as an OD practitioner and on the relationship between OD and organizational coaching. We conclude the foundation-setting portion of this issue of *IJCO* by turning to two seasoned and successful OD practitioners, Joel Rothaizer and Sandra Hill, who write about several of the cutting-edge ideas in 21st century OD—in particular, the implications of adopting a *living systems* perspective in the provision of organization consultation and coaching. In this article, Rothaizer and Hill build on their previously published case study and article in *IJCO* about the interplay between organizational consultation and coaching.

Articles in the second section of this issue of *IJCO* focus on specific challenges that require the interface between organization consultation and coaching. Laura Crawshaw writes about the use of action research in addressing the challenge of abrasive executives, while Dorothy Siminovitch and one of us (William Bergquist) write about challenges associated with high performing and high potential employees. The Siminovitch and Bergquist article is based on contributions made in a Symposium conducted in Istanbul, Turkey, by the International Consortium for Coaching in Organizations (ICCO).

The final article concerns a unique challenge that is very much a phenomenon of changing 21st century economics, demographics and social values. Written by Vicki Foley and one of us (William Bergquist), this article concerns the emerging *organizational underground* (which is populated by men and women who face long-term unemployment, underemployment, part-time employment, or patch-work employment,

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as well as those older citizens who wish to be fully engaged in community life after age 65 and those younger citizens who are trying to prepare for the new economy). While strictly speaking, this conglomeration does not constitute a formal organization, it does offer major challenges and opportunities for practitioners who are seeking to effectively integrate organizational consultation and coaching.

In summary, we offer in this issue of *IJCO*, the perspectives of established leaders who use and provide organization development and organizational coaching service. We also offer the perspectives of those who are identifying newly-emerging challenges of 21st century organizations and are engaging new strategies for addressing these issues through an integration of consulting and coaching services. We both believe that you will find inspiration and insight in these diverse perspectives.

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