

ISSUE 2 2007

The International Journal of Coaching in Organizations

ORGANIZATIONAL COACHING AND
ORGANIZATIONAL CONSULTING:
INTERDEPENDENT OR INDEPENDENT?

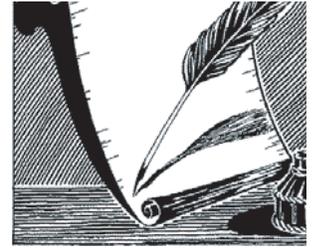


4 FROM THE DESKS OF THE CO-EXECUTIVE EDITORS

By William Bergquist and John Lazar

“Coaching has obviously become a major industry and the field of organizational coaching is growing rapidly. The assumption that coaching can be a solo intervention in organizations is essentially faulty . . . It is more accurate to view coaching as one important aspect of an integrated approach to addressing organizational effectiveness.”

— From “A Multidimensional Approach to Organizational Effectiveness” by Sandra Hill



...of the Co-Executive Editors

With this issue of *IJCO*, PSP is moving into a new era. In the first issue of *IJCO* this year we celebrated the exceptional accomplishments of our journal during its first era. We celebrated this occasion by republished nine articles from our first four years that our editorial board deemed to be of greatest importance. Frankly, we were deeply moved by the consistent high quality of these nine articles when they appeared together in a single publication.

We are now ready to move further ahead in two different ways.

1. We are offering even more thoughtful and detailed analyses of complex organizational coaching challenges. As the field of organizational coaching becomes more mature, it is time for case studies and analyses that accurately convey something about the ways in which senior practitioners in the field think about their work and learn from their mistakes as well as successes.
2. We are announcing a change in editorial policy for 2008 and beyond to include peer-reviewed articles in our journal. We describe the rationale, high level process and related procedures.

In the next two issues of *IJCO* this year, we will be announcing additional modifications in *IJCO*—some minor and some major.

FROM THE DESKS...

In this issue, for the first time, we are providing an extended case study written by two senior, accomplished organizational coaches: Sandra Hill and Joel Rothaizer. Their very candid report describes a coaching engagement that was not successful. They provide the reader with a thoughtful analysis of what went wrong and what was to be learned from this coaching engagement. Hill and Rothaizer also offer a much broader appeal to a perspective on organizational coaching that is truly systemic and that challenges the often artificial distinctions that are drawn between organizational coaching and organizational consultation.

The extended case study prepared by Hill and Rothaizer is complimented by three provocative commentaries on their case study by four other senior practitioners in the field. One of the commentaries has been written by Steve Lishansky, who is widely regarded as one of the founders of the field of executive coaching. Lishansky builds on the lessons learned by Hill and Rothaizer, by describing the 'elevators' and 'trap doors' that experienced organizational coaches confront when working with very challenging clients. The second commentary is co-authored by Sue Drinnan, a senior executive coach and member of the *IJCO* editorial board, and Harry Hutson, an eminent author and coach. Drinnan and Hutson build on the case study by examining distinctions drawn by Hill and Rothaizer between first and second generation coaches, as well as discussing implications of the systemic and multi-dimensional approach to organizational coaching and consulting that is offered by Hill and Rothaizer. The third commentary is offered by one of us (John Lazar), who makes use of his extensive background in not only organizational coaching, but also performance technology, in writing about "The Janus Perspective" – dual awareness of oneself (as a coach) and of one's client.

We hope you find this in-depth analysis of organizational coaching processes to be of real value to you and to the field. We believe that this issue of *IJCO* offers a tangible sign that the field of organizational coaching is maturing and that superficial statements about coaching strategies widely accepted during earlier years in the field are now being replaced with much more sophisticated perspectives about effective coaching strategies. If the authors of the case study and commentaries in this issue can contribute to this maturation of the dialogue, they will have offered us all a wonderful gift.

As of 2008, we are going to start including unsolicited articles that have successfully gone through our peer review process. In essence, our journal is becoming a 'hybrid', including both solicited, theme-related articles, and unsolicited articles that are at least supportive of an issue theme and which have been reviewed and accepted by members of our peer review panel. This decision is the culmination of several years of reflection, study and discussion by the co-executive editors about relative merits and difficulties associated with taking this path. In the end, the benefits appear to far outweigh any challenges we may encounter along the way. And in the end, you, the reader, will vote, through your comments and renewals, as to whether we have made a value-adding choice. Let the games continue!

Bill Bergquist

John Lazar