

ISSUE 3 2007

The International Journal of Coaching in Organizations

ORGANIZATIONAL COACHING AND
HUMAN CAPITAL DEVELOPMENT



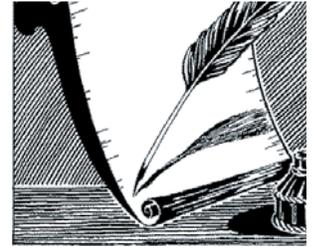
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“As organizations are looking to consistently build competence in their talent pool, strategic application of coaching can build leadership brand. Consider that teams of coaches, highly trained and disciplined in facilitating a strategic and coordinated effort aligned to leadership groups, will have more impact than disparate, individual coaches working alone. Collective coaching of this sort allows leaders to walk the talk, evidence a unique brand, contribute to Employer of Choice assessments, and promote behavioral values that drive business results.”
— From “Coaching Emotional Intelligence: The Business Case for Human Capital” by Brenda Smith



...of the Co-Executive Editors

In the second 2007 issue of *IJCO* we announced that the journal is moving in 2008 to a new “hybrid” model, with one new section of the journal being devoted to articles that have been reviewed by an editorial panel (thus enabling authors of these articles to be credited with publication in a “peer-reviewed” journal). We mentioned in this second issue that we would have additional announcements to make about modifications in *IJCO*—some small and some major.

A major modification concerns the way in which *IJCO* is delivered to our subscribers in the future. As many of you know, who have been faithful subscribers to the journal since its inception, the journal has continued to grow in size over the years. Our first issue in 2003 was only 48 pages in length. During the past two years, most of our issues have been at least 75 pages in length – with our first issue of 2007 being 172 pages in length. This expansion has been done without any change in price. As any good business coach would conclude, there is something wrong here.

We have decided to resolve this size/price problem by offering the journal in two different formats in the future. Beginning with Issue One of 2008, subscribers can either obtain *IJCO* in digital form (it being sent out via email as an Adobe pdf file) or in print form. By offering *IJCO* in digital form, we can not only keep the price down, while continuing to offer a 75-90 page journal, but also offer a product that is more graphically complex (for example, multi-colored charts and tables, and key points highlighted in color). We recognize that many subscribers will still want to receive the journal in printed form (our own personal preference) or may even want to receive both a digital and printed form of the journal. For those who wish to obtain the printed version, but would also like the multi-colored charts and tables, we will be offering a distinctive service: the availability of these charts and tables on our website (to be downloaded by those receiving the printed version of the journal).

Digital format will also address a couple of commitments we have to our expanding readership. First, our (new) digital subscribers and sponsors outside North America often have to wait a long time for their snail mail posted issue to arrive. This format will enable rapid distribution of issues and articles. Second, we are the inadvertently best kept secret publication in the industry. We have wanted to be listed and accessible

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through public libraries and academic libraries of educational institutions worldwide. With this format and a new, academic subscription category, we will become capable of providing this service.

Subscription and sponsorship rates for the digital and printed versions of the journal will be posted on our website, www.ijco.info, after the first of the year. In general, the cost of the electronic version will be comparable to current print prices. Print versions will be more expensive, reflecting the increased labor associated with a larger issue, increased printing costs, and increased postal rates. For those of you who choose to receive both versions, we will provide a substantial discount for the privilege. There will be comparable changes to our website, to make subscribing easier. Multi-year subscriptions will be available, automated reminders will be sent out when subscriptions are lapsing, and back articles will be available for purchase and downloading as pdf files.

We are also delighted to announce the continuation and even expansion of our creative and productive partnership with the International Consortium for Coaching in Organization (ICCO). We expect to identify themes and produce special issues of *IJCO* that are directly aligned with themes engaged in the distinctive symposia and tele-forums being conducted by ICCO during the coming years. The first of these alignments is the fourth 2008 issue of *IJCO* which will focus on the implications of adult development theory for organizational coaching. This same theme is being engaged in an ICCO Symposium to be held in Los Angeles on February 21-22.

This fourth issue of the journal in 2008 represents yet another new direction for *IJCO*. This issue will be prepared and published by *IJCO* in collaboration with the Hudson Institute of Santa Barbara and, like the February ICCO Symposium, will honor the exceptional contribution of Frederick Hudson to both the study of life span development and the profession of coaching.

Finally, we are pleased to point to some smaller, yet important, modifications in *IJCO*. Over the past year we have offered many more charts and tables in the journal, responding to reader interests in graphic representations of the concepts contained in *IJCO* articles. We are also continuing to deepen and broaden the dialogue about organizational coaching that is contained in the articles we publish. Many of our authors now come not only from the profession of coaching, but also from academic institutions, from corporate human resource departments, from the field of organizational consulting, and from countries outside the United States. We intend to keep up with the continuing maturation of the field (or we would suggest “multi-discipline”) of coaching and, hopefully, contribute to this maturation. We will both be very proud of our “child” (*IJCO*) as it continues to grow successfully through its institutional adolescence—becoming a responsible source for many years to come of information, insight and dialogue regarding organizational coaching.

William Bergquist

John Lazar



...of the Co-Editors

Welcome to this issue of *IJCO*. The topic of human capital development and how to do it well touches anyone who designs and delivers organizational coaching interventions. For too long, the Human Resources department has played a tactical role with a narrow perspective, concerned with programs on demand, tallies of attendance, and smiles sheets for evaluation. More than ever, there is a critical need for a systemic connection between HR interventions and how they serve strategic intent and initiatives. HR is now starting to earn a seat at the table with senior leadership, discussing, shaping and delivering on its strategic promise.

Experts recognized and have predicted an expanding shortage of talent for critical functions in organizations worldwide, including leadership. This will occur in public as well as private sectors. The implications for organizational sustainability are dire and on the horizon. Organizations are slowly realizing the importance of addressing this shortage, whether through enterprise-wide initiatives or smaller, more targeted, HR-led programs. Coaching, like other interventions, has a role to play. And assessment of need and evaluation of impact also must be part of the strategy.

The articles presented in this issue explore some of the complexities of this topic: philosophical and historical perspectives, case studies, coaching/consulting interventions, and research findings. Brenda Smith shares her arguments for how organizations can move from 'working' to 'winning' strategy through developing the emotional intelligence of its leaders. David Drake shares interdisciplinary insights drawn from one of his large scale projects. He offers observations about the value of an integrated approach to coaching and the new narratives that can emerge to support individual development and organizational change efforts. The next three articles are case studies. Neta Moye and Melinda Allen report on work done to date developing the 'learning mindset' of its MBA students at Vanderbilt's Owen Graduate School of Management, in part through multiple coaching experiences. Betty Bailey reports on how coaching contributed to both individual and organizational success by enabling an effective job transition and team leader performance, and bringing a new product to market. And Mariano Bernardes and his colleagues (Jose Angel Valdez Gomez, Alberto Uribe and Alberto Santana) at the Technological Institute of Sonora (ITSON) share their efforts to shepherd a new organization through

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its early developmental stages, using a combination of coaching and consulting. Our colleague Bill Bergquist offers insights taken from the work of Hernando De Soto to delineate how an appreciative coaching approach can unleash the human capital in organizations. Our last article is a report on the impact of coaching in organizations. The 2007 benchmarking study was conducted by Cylient (formerly Metrix Global) and Linkage, and reported by Merrill Anderson, Pamela Brill and Jessica Lynch. We also have the ever provocative pleasure of Mike Jay's *Musings*, appropriately enough on the coaching-consulting conundrum.

We believe that each article in this issue offers a unique perspective and contribution. This kind of dialogue is long overdue, but rest assured: you will be reading much more about this topic in future issues. Along the way, please be a participant. Engage in thoughtful discussion about these important issues with colleagues, stakeholders and us. And enjoy the learning journey we all are on.

John Lazar

Christine McDougall