



IJCO | The International Journal of Coaching in Organizations

A Developmental Perspective on Organizational Coaching [A Special Issue in Honor of Frederic Hudson]

Issue 3 2008

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By Pam McLean and William Berquist

“Overall our society today is healthier than it is sick, and the quality of our lives is among the highest in the world, but we the people are no longer clear about how to find or sustain personal and social fulfillment within the world as we find it. There are new rules to learn for empowering our lives, latent in the very words we fear are our undoing: global chaos, discontinuity, and transitions. Our biggest challenge is to construct our lives and social institutions around the advantages and opportunities of the change process itself, starting with the microsystems of our lives: our lifestyles, work styles, family life, and community relationships.”

From Frederic Hudson, “The Context of Coaching”



FROM THE DESKS. . .

Of the Co-Editors

We are dedicating this edition of the *IJCO* journal to the work and contributions of Frederic M. Hudson, Ph.D., founder of one of the earliest coaching schools, The Hudson Institute of Santa Barbara, and Founding President of Fielding Graduate University. Hudson wrote one of the earliest books on the topic of coaching, *The Handbook of Coaching*, helping to establish the emerging field of study in 1999.

A social change agent throughout his career, he studied under Reinhold Niebuhr and Paul Tillich and was influenced by the works of Dietrich Bonhoeffer, Walter Rauschenbusch and others during his graduate years at Union Theological and Columbia University. He has long been interested in the possibilities that emerge for individuals and systems when the forces of change are combined with learning in order to facilitate development from the inside-out.

His seminal work, *The Adult Years*, highlights the multi-faceted complexities of development throughout our adult years and draws our attention to the essential nature of a holistic perspective when coaching adults. He views human beings as embedded in layers of human and organizational systems while simultaneously being driven by one's inner dialogue and sense of purpose at any point in the journey. Hudson created a model for understanding the powerful intersection of development and change that occurs in a cyclical fashion throughout our adult years. Major changes create the fodder for transformational shifts and more predictable changes provide impetus for incremental development.

This edition of the journal focuses our attention on the complexities of a developmental perspective in coaching. The challenge of change creates the crucible for development in our work, and most often the invitation and opportunity for change opens the door for the coaching engagement.

We focus on several dimensions of development throughout this edition. First, the theme of development implicit in our work with clients is embedded in each of these articles. The two introductory articles, one written by Frederic Hudson and the second by Pam McLean, lay the foundation for this entire edition. Hudson's article, "The Context of Coaching" is an unpublished essay that identifies the primary concepts that should govern the ways in which we lead our own lives and provide coaching services to other people. In "A Developmental Perspective in Coaching" McLean provides a summary description of Hudson's model of change and development.

In the next three articles, we explore the developmental phase of the client relative to specific coaching issues and challenges. Our third article, "Gen Y Leaders, Boomer Coach", by Sandy Smith, focuses on coaching young Gen Y CEOs and leaders in their mid-twenties and all that's unique about this phase in life while simultaneously approaching this work as a coach several decades older. Jim Sutton prepared the fourth article, "Coaching the High Potential Leader, a Developmental and Holistic Perspective", in which he examines the issues and challenges faced by mid-career high potential leaders in their thirties and forties. The fifth article, "Coaching during the Transitioning Fifties", was written by Janet Matts. She focuses on themes and unique challenges when coaching adults in their fifties and beyond as they face major changes in work roles.

We shift gears from the individual to the organization in our sixth article, “Developing a Coaching Culture at TaylorMade-adidas Golf: An Exploration of Lessons Learned.” The three authors of this article (McHenry, Harrah and Berry) identify ways in which development plays an important role in successfully initiating, growing and maturing a coaching culture in an organization. We conclude with an article written by Dorothy Siminovitch and Ann Van Eron. “The Power of Presence and Intentional Use of Self: Coaching for Awareness, Choice and Change” focuses on building presence – the developmental perspective most foundational in our work as coaches – the growth and maturation of self.

We hope you find these articles to be filled with insight and inspiration—what better way to honor the work of Frederic Hudson.

Pam McLean
William Bergquist

Themes for 2008 Issues of IJCO

Issue Four: Contracting for Organizational Coaching Services

Themes for 2009 Issues of IJCO

The *IJCO* Editorial Board has selected the following themes for 2009...

Issue One: The History of Organizational Coaching: A Multidisciplinary Perspective

Issue Two: Organizational Coaching and Communications: The Leading Edge

Issue Three: Coaching to the Unconscious: Implications and Challenges for Organizational Coaches

Issue Four: Organizational Coaching in Financial Institutions