

Philosophy of Coaching

An International Journal

Volume 4, Number 2

November 2019

Editor's Introduction

Welcome to the seventh issue of the peer reviewed, open access academic journal *Philosophy of Coaching*, and to the first issue that we have edited together.

Now feels like an appropriate opportunity to acknowledge the foundational efforts of Dr Julian Humphreys, who recognised the need for a new forum for sharing ideas and perspectives about coaching and challenging prevailing assumptions. After grasping the initial opportunity, Julian has invested several years of hard work in getting this journal up and running. We offer our thanks to Julian and hope we are successful in taking on his mantle.

In our first issue we have not focused on a specific theme. Instead, in our Call for Papers, we invited submissions on any and all topics relevant to the purpose of the journal, which is to further our collective understanding as to what coaching is, what coaching can become, and how coaching can have a positive impact on society as a whole.

The coaching industry is a diverse and eclectic community, and we encourage those with insights from different domains to share their ideas and philosophies in service of further developing the field. The coaching industry, it seems to us, has reached the latest in a series of crossroads, a point at which some continue to urge us all to choose the traditional 'professional' path, with its focus on establishing bounded fields of knowledge and on defining coaching in terms of a finite list of competencies. The risks of choosing such a route include the devaluation of alternative perspectives and a subsequent impoverishment of coaching as a force for good. We chose to take on editorship of the journal to further promote a forum for creativity and challenge, without requiring the reporting of original experimental research. We know many practitioners out there who have something valuable to say, but may not have the resources to conduct research.

This edition of the journal includes three articles and three book reviews.

In the first paper, Alicia Hullinger, Joel DiGirolamo and Thomas Tkach report the outcome of a literature review on the themes of reflection, awareness and self-regulation. The outcome of their review is the Reflective Practice Model, a framework that positions the three themes in a single framework, a

framework that constitutes a set of skills to be learned, skills that enable a coach to enhance their capacity to facilitate reflection.

In the second paper, Paul Lawrence notices the emergence of the term ‘systemic coaching’ as a response to the increasing complexities of the worlds in which we operate. Whilst the need for coaches to think more holistically is widely recognised, there is less discourse as to what we more specifically mean when we talk about ‘systems’ and ‘systems thinking’. Lawrence encourages coaches to familiarise themselves with relevant thinking from the worlds of management science and organisational development, and to determine their own personal philosophies as self-as-systemic-coach.

In the final paper, Erek Ostrowski reports on outcomes from group coaching with entrepreneurs and in a graduate school learning environment. Ostrowski found that group coaching facilitates individual learning and change over time through a social process. Opportunities to engage in vicarious learning and to receive feedback from peers, distinguishes group coaching from individual coaching and makes group coaching a particularly useful component of graduate business programs.

The three book reviews include Cat Dunne’s review of *Peer Supervision in Coaching and Mentoring. A Versatile Guide for Reflective Practice* by Tammy Turner, Michelle Lucas and Carol Whitaker (2018), Keegan Luiters’ review of *Transformational Coaching to Lead Culturally Diverse Teams* by Sunny Stout Rostron (2019), and Gordon Spence’s review of *Coaching and Mentoring Research. A Practical Guide* by Lindsay Oades, Christine Leanne Siokou and Gavin Slemph (2019).

In closing, we would like to invite you to help us build the scope and reach of the journal by telling your colleagues about it and encouraging them to subscribe (for free) at philosophyofcoaching.org/subscribe. In addition, we warmly invite you to contribute to the content of the journal, by submitting a paper for peer-review and advancing the intellectual development of coaching.

We hope you enjoy this issue of the journal.

Paul Lawrence PhD and Gordon Spence PhD
Co-Editors

Editorial Board

Founder

Julian Humphreys Ph.D.

Editors-in-Chief

Paul Lawrence Ph.D.

Gordon Spence Ph.D.

Senior Advisory

Tatiana Bachkirova Ph.D. - Oxford Brookes University

Richard Boyatzis Ph.D. - Case Western Reserve University

Joan M. Batista Foguet Ph.D. - ESADE

Konstantin Korotov Ph.D. - ESMT Berlin

James Pawelski Ph.D. - University of Pennsylvania

Sunny Stout-Rostron Ph.D. - University of Stellenbosch

Publishing Advisory

Suzi Pomerantz – Library of Professional Coaching

Editorial Panel

Geoff Abbott Ph.D.

Pauline Fatien Diochon Ph.D.

Judie Gannon Ph.D.

Travis Kemp Ph.D.

Tom Krapu Ph.D.

Amanda Matejcek Ph.D.

Elizabeth McCourt J.D.

Sean O'Connor Ph.D.

Reinhard Stelter Ph.D.

Simon Western Ph.D.

Angela Wright

Table of Contents

Editor’s Introduction	1
Editorial Board	3
Table of Contents	4
Reflective Practice for Coaches and Clients: An Integrated Model for Learning Alicia Hullinger, Joel A. DiGirolamo & Thomas Tkach.....	5
What is Systemic Coaching? Paul Lawrence.....	35
Using Group Coaching to Foster Reflection and Learning in an MBA Classroom Erek J. Ostrowski.....	53
Book review: <i>Peer Supervision in Coaching and Mentoring. A Versatile Guide for Reflective Practice</i> by Tammy Turner, Michelle Lucas & Carol Whitaker Reviewed by Cat Dunne	75
Book review: <i>Transformational Coaching to Lead Culturally Diverse Teams</i> by Sunny Stout-Rostron Reviewed by Keegan Luiters	77
Book review: <i>Coaching and Mentoring Research: A Practical Guide</i> by Lindsay Oades, Christine Siokou & Gavin Slemph Reviewed by Gordon Spence.....	80