



## The Philosophy and Practice of Coaching Issues and insights for a new era

David B. Drake, Diane Brennan, and Kim Gørtz

[Merrill Anderson](#)

### Taking Coaching to the Next Level: Critical Insights from ROI Evaluations: Chapter 17

Merrill shares some critical insights based on his extensive work in applying ROI methods to evaluate coaching interventions. Many organizations are asking for more data on their coaching investments and outcomes, but we are only just beginning to understand how to generate meaningful data in this regard. He uses a case study to explore these issues and provide guidance for those charged with measuring the tangible and intangible results from coaching.

This case study is of the Coaching Development Programme designed and delivered by Coaching in Partnership Ltd. [www.coachinginpartnership.com](http://www.coachinginpartnership.com)

[David Drake](#)

*Editing is an imperfect art, especially in the dance between the author, editor and publisher. However, it is important to get things right as much as possible.*

*As such, I want to correct an error in the printing of Merrill's chapter. The firm with whom he collaborated on the project outlined in his case study on page 318 was Coaching In Partnership Ltd ([www.coachinginpartnership.co.uk](http://www.coachinginpartnership.co.uk)) based in London.*

We invite you to join with colleagues from around the globe who want to be on **the leading edge of coaching and its future**. To get started, we've made ordering the book as simple as can be.

### How to order the book

[Click here](#) or on the book cover and you will be taken to the book's page on Amazon. Proceeds from the sale of the book will be used to support this website as a forum for readers to dialog with the authors and one another.

## Wouldn't it be great to know . . .

- What is on the mind of some of the world's thought leaders in coaching?
- What is in the "black box" as they apply their expertise in their practice?
- What are the cutting edge issues that coaches face in this new era?

## Go behind the scenes with some great coaches

We have drawn on **17 leading coaches from seven countries** to help you build stronger connections between a sound theoretical and philosophical foundation, a commitment to reflective practice, and stellar results for your clients.

We take you "behind the scenes" to hear from the authors, "**What makes coaching so powerful when it is done well? How does it work for you?**" We tell you about our successes as well as some of our challenges because we know that it is part of how we evolve as professionals.

*This is an important book for many reasons. It is a book to which I can and will refer often as it is so relevant to so much.*

**Sir John Whitmore**  
**Executive Chairman**  
**Performance Consultants International**

What we offer is an extraordinary collection of writers who share their expertise and insights on doing for yourself what you do so well for others — growing as a professional and fulfilling your calling to serve others in the world. **We take you beyond how to do coaching to address how to be a coach.**

## Why this book is important

We take a scholarly approach to practice that goes beyond any one discipline or school to bring you some of the best thinking about coaching. It is based on a clear belief that we need to more fully articulate our roots as a profession while at the same time prepare ourselves for a very different future. If you are serious about growing as a coaching professional, this book is a unique and valuable resource.

*This is exactly the kind of book the field needs — it is very insightful, theoretically grounded and immensely practical. This book will be a springboard for taking your coaching work to the next level of excellence.*

**Carol Kauffman PhD**  
**Assistant Clinical Professor**  
**Harvard Medical School**

This book is essential reading for all those wanting to learn how to **bring theory into practice**. As a result, it will give you a head start in defining your philosophy of coaching and deepening your ability to **bring coaching to bear on the critical issues of our time**.

## **What this book offers**

As coaching continues to grow and mature, there is a need for a deeper conversation about its current state and future directions. This book is intended to extend and enrich that conversation in provocative yet grounded ways. We have designed the book for use by intermediate to advanced coaching professionals, coach educators and coaching coordinators.

Our authors come from various backgrounds and locations around the world; we have internationally recognized coaches, educators, researchers and writers among us. The book offers you a unique opportunity to look inside their minds and practices as a way to reflect on your own. In doing so, we have taken a scholar-practitioner approach that is theoretically and evidentially sound yet approachable and useful for coaches. The book showcases a variety of ways to integrate scholarship and research in one's practice by professionals who do so every day.

In particular, we've asked the contributors to this anthology to help us open the "black box" of coaching through a closer look at the foundations and applications of coaching. We see this book as a solid resource for everyone involved with creating the next generation of coaching and its next levels of contribution to a better world. We believe the time is right for this book as a doorway into a new era for coaching. We invite you into the conversation through this book as a way to support your own journey.

## **How this book came to be**

The book's title, "The Philosophy and Practice of Coaching: Insights and issues for a new era," grew out of conversations with the authors and reading their early drafts. The book was originally conceived of by Kim as "a way to bring a deeper inquiry and further philosophical reflection into the field of coaching so that both the field and the people involved will be nourished in creating the future in a more thoughtful, ethical and loving way." David came on board as the book's architect and executive editor; Diane provided additional and invaluable leadership.

Collectively, we were keen to address the philosophy of coaching, the "why," in addition to the practice, the "how." We wanted to take coaches "behind the scenes" to increase their abilities to reflect on their coaching work as part of helping us all to better understand, "Why do we do what we do?" The second half of the title refers to the fact that we are clearly in a new era in the history of the world. As such, we invited the authors to take a more personal stance on their topics so readers could benefit from their insights on some of the key issues facing coaches today. Our hope is that this book will be a stepping stone into bigger and more daring conversations about how to help coaching rise to the occasion.

## Sections of the book

The book is divided into three sections: *Foundations for Coaching*, *Applications of Coaching*, and *Organizations and Coaching*. Each chapter will follow the same format:

- Context, a brief theoretical and operational history of the topic relative to coaching as well as the compelling need(s) addressed by the author
- Content: current, significant and research-based material on this topic presented with a balance of breadth and depth
- Connections: how the key theories cited link to coaching practices in general and in the lived experience of the author(s) so as to unpack the “black box” of coaching in action
- Consequences: the implications of the author’s chapter for the further development of coaches and the future of coaching as a profession

### Foundations for Coaching

This section provides a solid introduction to three key issues facing coaching: (1) from whence do we come as a professional practice; (2) what are our obligations for self-development as coaching professionals; and (3) how do we engage with coaching-related research to support our decisions and practice. These chapters address the need to link coaching to a past, present and future in ways that deepen our accountabilities, capabilities and possibilities. [To read more...](#)

### Applications of Coaching

This section provides a look at how coaching has been applied to address five important issues facing today’s workplaces and communities. In addition to the authors’ expertise, these chapters also provide a rare look at their lived experience in working with clients around their topic. [To read more...](#)

### Organizations and Coaching

This section provides a look inside the uses, expectations, impact and value of coaching the organization. Whereas the first section focused largely on psychology and philosophy as the bases for coaching, this section draws on coaching’s roots in organizational and leadership development theory. As such, these authors address some of the issues facing organizations seeking to create better and more sustainable results from coaching. [To read more...](#)

### Conclusion

Like many others with an eye to the larger forces at play in the world, we see the emergence of a new era faced with unprecedented challenges and opportunities. It is time for coaching to step more fully onto this global stage. To do so will require a deeper understanding of our roots, our research, our relationships, and our results. This book was deigned to support all of us who coach and teach coaching to rise to this challenge through a more candid self-reflection and a more courageous collective expression.

**On behalf of the authors**

Coaching is at a crossroads in its development as a profession and its impact on the world. We think it is critical for coaches to engage in open dialog about our philosophies and practices in order to meet the needs of a new era. We have every confidence that this book will deepen your ability to do so on behalf your craft and those you serve.

**David B. Drake, PhD,**  
*executive editor*

*The Philosophy and Practice of Coaching is a much-needed addition to the serious coaching literature. Its chapters identify a stimulating range of very pertinent issues and challenges for coaching, introducing as they go, new concepts, and expounding emerging applications. The book more than meets its claim to involve us in a “deeper conversation”. It is an inspiring read, with the addition of some weighty coaching questions to involve readers in the dialogue begun in the book and challenge them to think deeply. Now isn’t that what coaching is about?*

**Dr. Elaine Cox**  
**Head of Coaching and Mentoring Group**  
**Oxford Brookes University**