

# Philosophy of Coaching

*An International Journal*

Volume 5, Number 2

November 2020

## **Editor's Introduction**

---

We are pleased to present the next issue of *Philosophy of Coaching*. After the success of the Special Issue (Volume 5, Number 2), we were keen to follow up with a selection of interesting papers. Whilst this issue is somewhat smaller than our last, we think it includes some thought-provoking contributions and hope you find it so.

Like any new journal, establishing a readership and attracting quality contributions is a painstaking task. In recent months we have been working towards achieving both and, from what we can tell, we are making good progress. We see evidence for this in two ways. First, we have seen a substantial increase in subscriptions between March and June. This has coincided with promotion of the journal at the University of Sydney Coaching Conference (in March), publication of the Special Issue (in May) and an awareness raising campaign with local and international universities.

Second, we have been receiving expressions of interest to publish from a more diverse group of authors, both academics and practitioners. As a result, we are pleased to say that we have more papers that are currently undergoing peer review. We look forward to presenting these papers in the first issue of 2021, whilst continuing to do more to encourage a diversity of contributions.

For this issue, three papers are presented and one book review.

In the first paper, Deborah Humphrey and Carl Tomlinson present a case for the use of the creative arts on coaching. They do this by focusing on poetic works, arguing that an engagement in poetry can active cognitive and emotional processes in clients that help to enhance metacognition, empathy and the formation of new perspectives. Maintaining this developmental lens, they also reason that taking such an approach can be equally beneficial for the coach.

This is followed by a paper by Suzi Skinner on leader identity formation. Based on core propositions drawn from Leader Identity Formation Theory (LIFT), the paper presents findings from a quantitative study that provides preliminary evidence that identity formation is both a lifelong developmental process, and is influenced by the present or absence of enablers and derailers. The paper concludes with a discussion of how executive coaching and other

leadership development initiatives can be utilised to support the identity formation of clients.

In the final paper, Sean O'Connor considers the question, "what does it mean to be a systemic coach?" In doing so, he presents a useful review of concepts and methods linked to systemic coaching approaches and argues that the use of the term "systemic coach" may convey up to four different orientations to practice, which vary according to how comprehensively they translate systems theory into practice. The paper concludes with a profile of a systemically integrated approach, and what this means for coaching practice.

We were also pleased to receive a book review from Francoise Orlov on the recent publication, *101 Coaching Supervision Techniques, Approaches, Enquiries and Experiments* by Michelle Lucas. Given the steady growth in the coaching supervision literature, we think this review will be informative for readers interested in expanding their professional libraries.

Happy reading and stay safe!

Gordon Spence, PhD & Paul Lawrence, PhD

## **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.

Elizabeth King PhD.

Travis Kemp Ph.D.

Tom Krapu Ph.D.

Renee Lockwood Ph.D.

Amanda Matejcek Ph.D.

Elizabeth McCourt J.D.

Sean O'Connor Ph.D.

Be Pannell Ph.D.

Reinhard Stelter Ph.D.

Eve Turner MSc.

Simon Western Ph.D.

Angela Wright J.D.

## Table of Contents

---

<b>Editor's Introduction .....</b>	<b>1</b>
<b>Editorial Board.....</b>	<b>3</b>
<b>Table of Contents .....</b>	<b>4</b>
<b>Creating Fertile Voids: The Use of Poetry in Developmental Coaching</b> Deborah Humphrey and Carl Tomlinson .....	<b>5</b>
<b>An Empirical Investigation of Leader Identity Formation and Implications for Executive Coaching and Leadership Development</b> Suzette Skinner.....	<b>18</b>
<b>Systemically Integrated Approaches to Coaching: An Introduction</b> Sean O'Connor.....	<b>40</b>
<b>Book review: <i>101 Coaching Supervision Techniques, Approaches, Enquiries and Experiments</i> by Michelle Lucas</b> Reviewed by Francoise Orlov.....	<b>63</b>