



Coaching on the Axis: Working with Complexity in Business and Executive Coaching (The Professional Coaching Series)

Marc Simon Kahn

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This book offers an approach to business and executive coaching that properly aligns the practice in the culture of business through the use of a relational "coaching axis" that helps to manage the complexity of the organisation and the individual as dual clients. Business and executive coaching occurs within an organisational context with the goal of promoting success at all levels of the organisation by affecting the actions of those being coached (Worldwide Association of Business Coaches, 2007). This form of coaching is distinct from other types in two ways, firstly it is focused on achieving business outcomes, and secondly, both the individual being coached and the sponsoring organization are simultaneously the client. This book explains how a coach manages the complexity of helping these two clients by acting as a narrative bridge between their stories. It offers a relational approach which resists remedial or curative notions born from coaching's human science roots and instead aligns to workplace realities. Chapters 1 -3 explore three interlocking paradigms for coaching that culturally align to the context of business. Firstly, in working with the complexity of client, systems theory is explored. Secondly, in working with the complexity of organisational culture, the notion of culture is unpacked. Thirdly, in exploring the complexity of theory, an eclectic and integrative theoretical approach is unpacked and the notion of the scientist-practitioner is explored. The remainder of the book explains the "Coaching on the Axis" approach. This approach captures the way coaching interfaces with business across three systemic dimensions situated on a hypothetical "axis." It further outlines a method to track themes, elicit insights and test actions systemically along this axis using a narrative methodology. Finally, a case study is provided. Ultimately, the book aims to assist coaches in properly aligning their practice with business, honouring the culture from which this work derives its legitimacy and sanction, and significantly increasing its likelihood of success.

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