

## COACHING IN ORGANIZATION MANAGEMENT

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### **Abstract**

*Coaching, as a management tool used by organizations, began to speak for only a few years. Lately, many of the great American, Canadian and English companies have adopted this system of working with people, difficult to translate into Romanian. "Coaching" does not mean "training", it is not a training program, as well as it can not be said that it would be a way of counseling or mentoring. "Coacher" is neither a teacher nor a trainer, friend or therapist. Then naturally ask those who hear about the remarkable results recorded by the presidents or directors who have turned to such methods and have had results, what can be said about? Theoreticians have been able to develop quite a few definitions. All of them are summed up to a background: building a close collaboration between the coaching expert and the individual to discover, attain and develop that potential meant to lead to professional performance and personal satisfaction. With the help of the coach, the inner change that creates the movement needed to move from one position, state or approach to another is triggered. A change of paradigm from leading people to achieve results in sustaining, involving and developing throughout their work.*

**Key words:** coaching, coach, management, performance

### **1. Introduction**

Coaching is a modern approach to the development of personal and business performance, whose effectiveness has become evident in recent decades in the Western economy and, for a few years, in Romania. Its worldwide growth rate over the last period has been exceeded only by the IT sector.

The coaching name is taken from the sport. The idea is to train for performance. Domain can be any - business, career, family.

If he does not know how to proceed in a situation, if he sees no solution or, on the contrary, opens many different paths before and does not know which one to take, anyone can talk to his coach. Then he begins to see things in another light. Between sessions he puts his ideas into practice, experiences, makes new decisions. In time, it becomes a habit to think and act ever and ever closer to its real potential, which the mind did not have the logic of, but after which the other was constantly thirsty.

### **2. Coaching in management**

The coaching process has a unique character. Trainers, mentors and consultants all assume active roles, sharing their information, experience and wisdom. In coaching things happen differently. Here the one who holds the information, the experience and the wisdom is the beneficiary, the performer himself.

The Coach has a simple role as a catalyst for the inner processes through which these resources enter into a new reaction to create performance.

Things happen through the coach and in his presence, but not under his leadership and his resources. He does not lead the process because he does not know his destination. The process runs on itself, governed by laws that urge each one to do everything we can to be what we can be. The coach is the guardian of this subtle alchemy. He takes care that it unfolds in an intimate, safe environment, free from interference and aggression, in which the performer concentrates, turns, looks at new angles, discovers new ways of action, makes experiments, makes decisions , make plans.

Through his presence in moments of speech and silence, the coach becomes an objectified alter ego of his interlocutor. Through it, the inner monologue becomes dialogue, aspirations become challenges, unspoken questions are brought to the light of consciousness and they receive their answer, and the joy of realization is shared. The management team is, from all points of view, the most

important group in any organization. They have the greatest power to influence the course of things. Their decisions have reverberations not only for any other member of the organization but also for the future of the entire company. Many of you very much want to reach this level. Many of you are already there, and realized that most of the time the management team has too few resources and abilities to achieve their goals.

Coaching is a phenomenon of modern management that takes place on the Romanian market, especially in multinational companies.

Although attempts to define the field are numerous, the easiest way to look at coaching is that a process responding to a need: the need for management performance.

The coaching relationship often leads to unexpectedly good results for its beneficiaries. Free coaching means coaching, mentoring, training, and coaching means the person doing this.

While many systems of personal or professional development have "legitimate parents", coaching does not have such a history. He appeared in the US as a result of an evolution in which he took over many techniques from various systems.

Three of the areas that coaching is tied to, but clearly distinguishable are sports, psychotherapy and management.

Management coaching includes several principles in sports training, such as teamwork or maximal performance at one time. Each athlete has a coach sitting next to the player and encourages him to constantly improve, not showing off his mistakes and analyzing them with him.

The new approach to coaching was first practiced in sports by Timothy Gallwey with his classic work: *The Inner Game of Tennis*. He is perhaps closest to the modern notion of coaching by taking on developed principles in the training of athletes and transferring them into organizational environments in training for managers.

The approach is not new. Monty Roberts, the famous American hater known as "whispering horses," uses the principles found in his work to transfer new skills to managers.

Coaching may be close to the therapeutic process, but it differs from it. He has a very precise target, namely getting the desired behavior in a given situation. In psychotherapy, such a precise target is rarely encountered. Secondly, coaching addresses more point-to-point, purely behavioral issues. Although the coach has a good understanding of how the past contributes to the future, the focus of the coaching sessions is on the present situation (where you are now) and on the desired status, and how to make the transition from one to the other. Thus, although it has strong roots in psychotherapeutic processes, coaching is not therapy.

Coaching became at the beginning of the third millennium "the new tart with cream of management".

The phrase belongs to Sir John Whitmore, the author of a modern bilingual "Coaching for Performance". Management has as an essential dimension the idea of leadership: a person with authority leads another person or group to achieve a result. In coaching, the emphasis is on the relationship between peers between two people. It is a partnership, not a relationship of subordination.

On the other hand, specific coaching skills are absolutely necessary for managers. A good manager must have the ability to treat his subordinates as peers at least at certain times of activity to create team cohesion. To the contrary, the manager does not have to identify himself with a coach, for the simple reason that the functions of the two approaches are different. That is why in the world there is a coach (coach), but there are situations when managers become coaches in their own teams for a while. Such a manager must be specifically trained to avoid confusion between the two roles.

All the definitions of coaching are finally summed up as a background: making a close collaboration between the coaching expert and the individual to discover, attain and develop that potential to deliver professional performance and personal satisfaction. With the help of the coachee, a process of inner change, transition from one approach to another is triggered. For managers, it may be a

change of the paradigm from driving people to achieve results in supporting their involvement and development throughout their work.

### **3. What a coach does?**

A good coach knows himself first. He benefits from a rich experience and personal development process. A recent study among prestigious coaches in the UK and published in the AMED magazine revealed their major interests for a good career progression. Secondly, after the coaching theories, the study revealed the need for a reference framework - a concrete theory of human interaction (Gestalt, Transactional Analysis, Neuro Linguistic Programming, etc.). Most coaches have learned a job at the workplace, going through some training and probably going through many trial-error processes. Current coaching trainings tend to be based on skills and do not devote much time to theory. Coaches responding to this research want the theoretical approach to provide a framework for practice. Essential coaching is the ability to ask questions and focus the discussion on the proposed goal. A coach will establish with the one who assists the target and then assist and guide him to achieve that goal.

For many managers, however, the transition to “coach” isn’t easy. In fact, some coaching traits are at odds with what are seen as managerial strengths. Developing the skills and changing your managerial approach amid daily demands can be difficult.

Shifting from a managerial to coaching mindset requires you to serve, at times, more as a guide. Learning what makes people tick so you can help them succeed is a key competence of a good manager employing a coaching approach. You also have to be willing to navigate organizational resistance to coaching as it’s not always applauded when there’s too much to do in not enough time.

Here we offer three tips to help you face these challenges.

#### **1. Overcome the Desire to Be Directive**

Your ability to direct people and projects likely helped you move up the management ranks, but being directive can come at a price.

A marketing director we know took great pride in her ability to quickly tackle problems. She expected her staff to take the advice and move into action. In time, her employees didn’t feel the need to think for themselves, and those who did felt stifled.

Coaching is a more open-ended process. Rather than providing the solutions, help your team members explore options and aspirations. Asking questions allows individuals to challenge their assumptions and explore new ways of thinking.

You need to become comfortable with a certain amount of ambiguity. Your team may not solve a problem or arrive at the same solution you would have. But with your support and motivation, they’re likely to come up with an idea that’s as strong as—or even better than—yours. Ultimately if they own the solution, they’ll be more invested in processes that work, which ultimately will create excellent results.

#### **2. Be Prepared for the Personal**

Coaching requires a high degree of emotional intelligence. It takes astute observation and patience to help individuals explore their strengths and weaknesses and help them be more effective in their roles.

Discussions of personal values and lifestyles are likely to arise in a coaching relationship. You must be prepared to handle such topics with sensitivity.

#### **3. Model How Coaching Can Be a Win-Win for Employees and Your Company**

Organizational cultures often have a bias against what makes coaching relationships successful. According to the 2014-15 Global Leadership Forecast, conducted by the Conference Board and Development Dimensions International, only 25 percent of managers spend more time coaching, communicating, and fostering creativity than they do managing their staff (e.g., delegating, managing

projects). However, nearly half of the respondents said their organizations value managing over interacting.

In a competitive environment, where staff are expected to meet deadlines with limited resources, coaching may seem like a luxury the organization can't afford. There may even be a stigma against a more process-oriented approach to drive results.

Good coaches can improve the quality of work life for individuals and help create a supportive company culture. This sense of caring is a critical component of employee engagement and growth. People often turn to those they trust—a coach—when taking on something new. Learning, in turn, engages individuals by opening new vistas and opportunities.

Engaged and energized employees boost an organization's productivity and impact. And the coaches who make that happen can be confident that valued employees will be far more likely to stay working for their bosses.

#### **4. About coaching and management**

Members of the management team are usually elected because of their functional responsibilities. In addition, there is a criterion that, no matter how emphatically it sounds, hangs hard on the balance of the management team's expansion: "X does not have to leave the outside, it's ... important!". By default, most teams do not feel safe enough to assume the design and future of the company. In most cases, management teams are actually senior management groups, each with departmental responsibilities and no idea of working together, other than in individual interactions and debates.

Although it may seem surprising, the use of leading teams at the top of organizations is a relatively new phenomenon. The way in which structural and functional leadership is organized in companies is the result of very strong cultural models. Hegemony of business models in the West (and the US) has permanently shaped the emergence and functioning of the management team at the top of the organization. But it is very important in this context: over the past decades, the use of the management team has become increasingly important due to the increasing complexity and diversity of problems both in the specific market (which has become global) and within the company (which had to adapt to global business models).

In each management team there are a number of functional bottlenecks and relationship difficulties that from the point of view of coaching hide really huge opportunities for development, performance and overcoming of the usual results in the implementation of the business strategy company. Here are some of them:

1. First of all, everyone in the organization (and not only!) Is careful about what is happening in the management team. Everyone looks and awaits "signs" from her. So is the competition. And this does not encourage the emergence or development of an insurative climate of strategic reflection and openness in the exchange of information and ideas.
2. The dynamics of politics and power is a central phenomenon in all the activities of this group. Every choice, every decision is made in the light of the results, but also in the perspective of how the influence and future plans of each of the managers affect. The fact that the CEO is also the team leader and leader contributes to the complexity of the subject.
3. There are always tensions - more or more visible - between the collaboration between the members of the management team and the implicit competition between them. Simply put, this group gathers around CEO's status as a status and competency. Once a manager reaches the level of a member of the management team, the only career development is either assuming the position of CEO or leaving the company. By default, competitive stakes are high.
4. Usually, managers in the management team are "stars" in the areas they come from. They were recognized as such and rewarded for their individual results. In most organizations, rewards are given to success in the functions they come from, and not to contributions to the success of others. And, more

often than not, these managers have an excess of confidence in their own abilities, excess associated with a poorly managed fear: they do not really know how to treat other colleagues of the same level and especially how to manage the challenges they face together. They. The most important blockage of management teams is the absence - complete or partial - of a forum, a framework for reflection and dialogue on the challenges they face and the roles they need to take over individually and as a team. Team Coaching offers them a sustained help in overcoming the difficulty of creating and maintaining a climate that encourages interpersonal transparency. And this transparency also helps to create an impulse, an energy that no longer belongs to an individual, but the entire system of the team, allowing it to manifest itself in collaboration and with far above average results.

The obvious pressures to avoid the factors I have described here are often extremely high in their coaching teams in Romania. In coaching there are solutions to remodel the team system and relaunch a common strategic effort.

Can a manager be an effective coach? Some professional coaches suggest that managers cannot and should not attempt to coach their employees. After all, the manager has too much of a vested interest in the outcome of the coaching and couldn't possibly be neutral enough to hold back on their opinions.

Then again, a lot of managers think they are already coaching when what they are really doing is a lot of teaching, advising and telling — or, worst case, micromanaging. They use the phrase “coaching” to describe just about any conversation they have with an employee. It helps to first understand the definition of coaching.

A definition of coaching suggests it is the skill and art of helping someone improve their performance and reach their full potential. Coaching skills are often described as either directive or non-directive. Directive skills include:

- Teaching
- Advising
- Giving Feedback
- Offering Suggestions

Non-directive coaching is much about asking questions and listening versus offering ideas or approaches. The real magic of coaching is when the coach takes a non-directive approach by asking challenging questions and listening as the individual works on solving his/her own problems.

When people come up with their own solutions they are more committed and the fixes are more likely to be implemented.

Additionally, this problem-solving experience helps individuals develop the self-confidence to solve similar problems on their own.

Great coaches help minimize the “noise” and distractions that are getting in the way of someone's ability to figure out what's going on and what to do about it. Great coaches know how and when to ask the right question at the right time when to give feedback, when to advise, how to get the person to focus and how to gain commitment.

Managers can do this, but they have to let go of a few beliefs and pick up a few mindsets and skills. Here are five critical behaviors for managers who want to coach employees.

While many managers won't admit they think they know more than the sum total of their entire team, they still act that way. It's human nature. We all like to be advice columnists when it comes to other people's problems. The problem is, when you don't give employees the opportunity to solve their own problems, they don't develop. Instead, they become dependent and never reach their full potential.

To learn how to coach, I'd recommend that managers experience what it's like to be coached by someone who's really good at it.

Then, read a good book on the topic. Then, practice, practice, practice and get feedback. After a while, you become less dependent on a linear framework and begin to comfortably bounce from one

step to another. It also helps to have a toolkit of favorite questions to ask for each step in the GROW model.

Managers who want to be effective coaches will most likely need to let go of some assumptions about themselves and their employees, be willing to learn and practice a style of management that will initially feel unnatural and awkward. However, the rewards will be well worth the effort.

### **Conclusions**

Coaching is about changing, improving, what you really need, about self-deception, performance, everything personalized, with you in the center, according to your abilities, your skills, the situation you are in.

In each management team there are a number of functional bottlenecks and relationship difficulties that from the point of view of coaching hide really huge opportunities for development, performance and overcoming of the usual results in the implementation of the business strategy company.

Specific coaching skills are absolutely necessary for managers. A good manager must have the ability to treat his subordinates as peers at least at certain times of activity to create team cohesion. To the contrary, the manager does not have to identify himself with a coach, for the simple reason that the functions of the two approaches are different.

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