

EXECUTIVE COACHING FOR LEADERSHIP IN ORGANIZATIONS AND ITS BENEFITS FOR MANAGERIAL PERFORMANCE-A CONCEPTUAL STUDY

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ABSTRACT

Executive coaching is a formal engagement in which a qualified coach, works with an organizational leader in a series of dynamic and confidential sessions designed to establish and achieve clear goals that will result in improved managerial performance. Coaching is fundamentally a process for facilitating learning and change, which is another way to describe development (Kram & Ting, 2006). Why do executives need coaching? Can't they do it on their own? It is because no individual in this world is accurate in making his own assessment. Moreover, it takes lot of time and effort to research and understand one's own strengths and limitations. Why struggle seeking answers on your own through trial and error when help is at your fingertips? A professional coach can help improve your life, career and work performance.

A lot of managerial professionals are seeking executive coaching in order to enhance their leadership skills, expand their advancement opportunities or ascertain whether they should be moving on. As it is often lonely at the top, many executives feel restrained and isolated and are rightly concerned about sharing their issues in-house for fear they will not remain private. They may be tired of the pressure, the numbers game, the manoeuvrings or the public relations facade. They may have been subtly told their management or leadership skills need improving. Or, they are looking to forge new opportunities for themselves. There is no doubt that for these individuals the stakes are high. At the same time, there is an increasing need to stop thinking about their concerns and start doing something. People come to executive coaching basically to address two major challenges namely, the problems they face in day-to-day work which we call as remedial and secondly those who are already good, & want to become the best, which is called generative or growth-focused. Executive coaching helps managers in rediscovering and reconnecting to one's purpose in life and work, examining regularly the assumptions and behavior in the light of one's aspirations and goals, developing and practicing new behaviours and skills, expanding one's sphere of possibilities, transforming one's own context by creating a new leadership identity and committing to take effective action.

Keywords : Executive training, Training & development, Coaching, Employee training, Performance

INTRODUCTION

Executive coaching is a formal engagement in which a qualified coach, works with an organizational leader in a series of dynamic and confidential sessions designed to establish and achieve clear goals that will result in improved managerial performance(CCL,2003). As of now, executive coaching is availed of by managerial level people in business organizations and such services are generally provided by external consultants who are specialized in the areas of personal growth and interpersonal effectiveness. The fees for coaching is either paid by the organization or borne by the manager from his personal sources.

While the term coaching in the traditional sense refers to work related technical advice to resolve on the job hurdles for enhanced performance, executive coaching never deals with technical problems; rather it is a behavioral intervention. In executive coaching, the manager and the coach work together to assess and understand the former's job role and his developmental need, challenge current constraints, explore new possibilities, ensure accountability and support for reaching the identified goals and sustaining development.

Managerial Performance And Promotability The Making Of An Executive

Richard Bailey



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Table of Contents Managerial Performance And Promotability The Making Of An Executive

1. Understanding the eBook Managerial Performance And Promotability The Making Of An Executive
 - The Rise of Digital Reading Managerial Performance And Promotability The Making Of An Executive
 - Advantages of eBooks Over Traditional Books
2. Identifying Managerial Performance And Promotability The Making Of An Executive
 - Exploring Different Genres
 - Considering Fiction vs. Non-Fiction
 - Determining Your Reading Goals
3. Choosing the Right eBook Platform
 - Popular eBook Platforms
 - Features to Look for in an Managerial Performance And Promotability The Making Of An Executive
 - User-Friendly Interface
4. Exploring eBook Recommendations from Managerial Performance And Promotability The Making Of An Executive
 - Personalized Recommendations

- Managerial Performance And Promotability The Making Of An Executive User Reviews and Ratings
- Managerial Performance And Promotability The Making Of An Executive and Bestseller Lists
- 5. Accessing Managerial Performance And Promotability The Making Of An Executive Free and Paid eBooks
 - Managerial Performance And Promotability The Making Of An Executive Public Domain eBooks
 - Managerial Performance And Promotability The Making Of An Executive eBook Subscription Services
 - Managerial Performance And Promotability The Making Of An Executive Budget-Friendly Options
- 6. Navigating Managerial Performance And Promotability The Making Of An Executive eBook Formats
 - ePub, PDF, MOBI, and More
 - Managerial Performance And Promotability The Making Of An Executive Compatibility with Devices
 - Managerial Performance And Promotability The Making Of An Executive Enhanced eBook Features
- 7. Enhancing Your Reading Experience
 - Adjustable Fonts and Text Sizes of Managerial Performance And Promotability The Making Of An Executive
 - Highlighting and Note-Taking Managerial Performance And Promotability The Making Of An Executive
 - Interactive Elements Managerial Performance And Promotability The Making Of An Executive
- 8. Staying Engaged with Managerial Performance And Promotability The Making Of An Executive
 - Joining Online Reading Communities
 - Participating in Virtual Book Clubs
 - Following Authors and Publishers Managerial Performance And Promotability The Making Of An Executive
- 9. Balancing eBooks and Physical Books Managerial Performance And Promotability The Making Of An Executive
 - Benefits of a Digital Library
 - Creating a Diverse Reading Collection Managerial Performance And Promotability The Making Of An Executive
- 10. Overcoming Reading Challenges
 - Dealing with Digital Eye Strain
 - Minimizing Distractions
 - Managing Screen Time
- 11. Cultivating a Reading Routine Managerial Performance And Promotability The Making Of An Executive
 - Setting Reading Goals Managerial Performance And Promotability The Making Of An Executive
 - Carving Out Dedicated Reading Time
- 12. Sourcing Reliable Information of Managerial Performance And Promotability The Making Of An Executive
 - Fact-Checking eBook Content of Managerial Performance And Promotability The Making Of An Executive

- Distinguishing Credible Sources
- 13. Promoting Lifelong Learning
 - Utilizing eBooks for Skill Development
 - Exploring Educational eBooks
- 14. Embracing eBook Trends
 - Integration of Multimedia Elements
 - Interactive and Gamified eBooks

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