

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.

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