



ORGANISATIONAL COACHING UNCOVERED

**[BETTERING YOUR BUSINESS
THROUGH COACHINGA]**

BY DR. CLARE BECKETT-MCINROY

There is a growing body of empirical evidence to substantiate the impact of Coaching within organisations through a coaching culture and with external coaches. Coaching can enable and facilitate learning and move organisations and teams towards identifying beliefs, motivators and action with sustained results. Coaching is about balance, choices, priorities and values to increase impact.

[T]

here are occasions when you may need a helping hand to ensure you are heading in the right direction. You may also need the type of sustained provisions that enable you to see your visions fulfilled. Research into Coaching ROI for individuals and organisations started around 30 years ago and now there is a growing body of empirical evidence that supports its value. For example, Dutch researchers examined 144 executives and middle managers at a Fortune 500 company and concluded that Coaching was found to "...transform..." performance on the job where "...findings indicate that there are significant effects of external coaching on psychological variables affecting performance such as self-efficacy, goal setting, intra-personal causal attributions of success and need satisfaction." (Frode Moen and Einar Skaalvik, Norwegian University of Science and Technology in Trondheim, 2010) Hoffmans also found a link between Executive Coaching and improved organisational results, especially when strategy was a focus. (Hoffmans, W., Business Leadership Review, 2011)

Coaching is focused on results by facilitating and enabling people to work more effectively. Coach is understood in relation to the sporting world and the same principle applies to Coaching for career decision-making, executives/organisations and teams. Coaches facilitate performance and you make it happen.

Coaching is defined by the European Mentoring and Coaching Council (EMCC) as "coaching is facilitating the client's learning process by using professional methods and techniques to help the client to improve what is obstructive and nurture what is effective, in order to reach the client's goals" (www.emccouncil.org), whilst the International Coaching Federation (ICF) see it as "...an ongoing partnership that helps [individuals or groups] produce fulfilling results in their personal and professional lives and... deepen their learning, improve their performance, and enhance their quality of life" (<http://www.Coachfederation.org/>).

Why now?

A substantial number of organisations that we work with, including some with over 20,000 employees across the Middle East, do not have an effective



appraisal system, HRM is transactional instead of being transformational and training is seen as a reward or a quick fix as opposed to an activity that is then fed back to colleagues. Research on organisations with effective HRM departments who work on a sandwich model with power relations equal (top down, bottom up and across the middle) shows that coaching is an successful and widespread part of organisational culture with valued competencies from professional bodies such as the Association for Coaching International (AC) originating in the UK (<http://uk.associationforcoaching.com/pages/home/>). Sadly, coaching's intrinsic value can be compromised by a continued weakness in terms of return on investment (ROI) evidence for its direct effect on individual and business performance and bottom line. By training middle and senior managers in

coaching competencies and embracing coaching as one way forward in your strategic and organisational plan, leaders and managers can.

- ▶ critically appraise coaching interventions
- ▶ understanding the evidence and integrate coaching's relevant insights
- ▶ linking coaching with key organisational data and metrics and
- ▶ reflecting on practice whilst engaging with stakeholders.

So the answer to the question is' why not!'

What is corporate coaching culture?

A corporate coaching culture is the way employees and other stakeholders

think, feel and act in relation to their workplace. Corporate culture includes the symbols, stories and traditions that are shared and pass on to new colleagues - 'the way we do things around here'. With time an effort a corporate coaching culture can foster facilitation, communication, cooperation, empowerment and engagement. This evidence has been shared by our clients including business leaders, training and human resource professionals, consultants and sales staff as coaching, skills and knowledge encourage open dialogue and transparency, which is not always an easy journey, but one worth the time and effort. GCC companies do not always have 'no blame' cultures that embrace and encourage innovation and, well failing and learning! This is a major issues in sectors such as telecom and engineering, but is also a generic concern too.

"COACHING ENABLE PEOPLE AND ORGANISATIONS TO FUNCTION AT A HIGHER LEVEL WHILST ACHIEVING FULFILMENT."

Ensure excellence

When choosing Coaches make sure you do your research as there are many people practicing that call themselves 'Coaches', however, some have limited training, certification or experience. They do not necessarily understand 'pure' coaching as opposed to mentoring, counselling, training and consulting. You need someone who is an appropriate, qualified and experienced professional so make sure you seeking testimonials as good Coaches will be able to provide these for you.

The final word

BMC is the only company in the Middle East providing ICF Approved and ILM Endorsed Organisational, Tamkeen funded, Executive, Team, Board and Systems Intelligence and Innovation Coach Training, taking delegates to Certified Coach level, including bespoke programmes for leaders and managers to use coaching competencies. We focus on senior leaders, business owners, entrepreneurs and middle managers who want positive transformation and are brave enough to step into coaching as a way to achieve personal and organisational results.

Coaching enable people and organisations to function at a higher level whilst achieving fulfilment. It's about improving performance and empowerment. In promotes facilitation and enables self-advocacy. Curious? Consider Coaching! **BIG**



Dr. Clare Beckett-McInroy (EDD MAED BA MCC CPCC MAC) is a leader in the field of learning and development, a Master Executive and Organisational Coach, Psychometrist and Trainer with a passion for 'enabling potential' in others. She is the Founder and CEO of BMC International. www.beckett-mcinroy.com