

(IJ-10) Coaching as an Effective Leadership Development Tool

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ABSTRACT

Organizations desire to grow and meet their challenges. One of these challenges is leadership development. As the world becomes more complex in all ramifications, leaders face new and varied challenges, hence the need for leadership development to meet these needs and challenges. Leadership coaching as a process of bringing about the desired change in the individual can help develop leaders. This paper explored ways coaching can help as a developmental tool, the experiences leaders gain from coaching, and its impact on their organizations.

Keywords: leadership coaching, Leadership, leadership development, productivity, and performance

Introduction

According to Bell (2006), Leadership is about service. He claims leaders serve by leading because Leadership is an act of service. Leadership is not just a theoretical field to study but also a practical skill that an individual can possess either inherently or acquired through practice or learning. From time immemorial, Leadership has been the ability of an individual to lead or guide other individuals, teams, or organizations.

While Leadership is a top-down phenomenon to some, others believe that Leadership is not necessarily about the position one holds. According to Northouse (2018), Leadership is a process whereby an individual influences a group of individuals to achieve a common goal.

Leaders' decisions in organizations, businesses, and countries impact their followers in no small ways, exacerbated by globalization and development.

Problem Statement

Leaders face challenges in leading and managing their organizations. Although these challenges have always been there, in modern times, they have become more critical and complex in our VUCA world (The acronym for Volatile, Uncertain, Complex, and Ambiguous).

The rate of development is faster than ever. For leaders to keep their heads above the water in managing their organizations, they need to have adequate understanding of the 6 Challenges identified by William et al. (2013) that leaders face around the world no matter where they come from, what language they speak; the challenges are similar. The challenges identified to be confronting leaders around the world are.

1. Developing managerial effectiveness
2. Inspiring others
3. Developing employees
4. Leading teams
5. Guiding change
6. Managing internal stakeholders and politics

In coming up with these six identifiable challenges, William et al. (2013) researched leaders in middle and executive levels organizations from 763 participants from 7 different places in the world- (China/Bing Kong, Egypt, India, Singapore, Spain, United Kingdom, and the United States). They concluded that the challenges leaders face is similar across continents and nations of the world. They posited that Understanding the challenges will help develop initiatives aimed at helping leaders. Today leaders face more complex challenges in running their organizations because they must work across boundaries and nations and with different cultures, coupled with the fast rate of change and the competitions they face. These challenges form the problem statement of this research.

Good Leadership begins by appreciating the challenges and understanding ways to meet them. Leaders must be charismatic, focused, versatile, and eclectic to handle their challenges. In areas lacking, they can delegate to competent subordinates to handle.

As more complexities emerge in leadership practice, leaders need to understand these challenges to deal with them appropriately. Coaching is a veritable developmental tool to make leaders better at leading. According to Rogers (2016), leadership coaching is the art of facilitating another person's learning, development, well-being, and performance. Stowell, S.J. Newton, C.S. & Mead, E.D. (2019) simplify what coaching means by explaining that the intent of coaching is about bringing a person from where they are to the point where they want to be.

Corporations and nations recognize that leaders are instrumental in innovation and managing change. If this is the case, leaders must be influential, inspirational, motivational, and eclectic and can connect immediate tasks to a larger vision. A leadership coach can help leaders realize their potential and meet these demanding attributes (Goleman, 2015). Goleman (2015) emphasized that being emotionally intelligent is paramount to being a good leader. Goleman (2015) defined *emotional intelligence* as comprising.

1. self-awareness (i.e., understanding oneself),

2. empathy (i.e., understanding others),
3. self-management (i.e., being able to reflect and apply principles to oneself), and
4. relationship management (i.e., being able to collaborate with others).

The benefits of coaching as a development tool can range from helping leaders prioritize their actions and decisions to what matters, assisting organizational leaders in managing their skills and decisions, transformational process, and clarifying goals and vision.

This research seeks to explore the long-term impact of coaching and enhance the understanding of coaching as an effective tool that leaders can use to help them develop and meet the daunting challenges they constantly face.

Research questions

Question 1. What are the benefits of coaching to leaders' development and performance?

Question 2. What are the impacts of leadership coaching on organizational growth?

Purpose statement

This research examines leadership coaching and its impacts on the leader's performance and how this can ultimately lead to leadership development and positively affect the organization.

II) Literature Review

Evolution of the Study of Leadership:

Leadership is as important and old as human history, from the nuclear family to people in communities, towns, states, and nations. In recognition of the importance of Leadership, Maxwell (2007) declares that "everything rises and falls on leadership."

The study of Leadership has evolved, and so are its definitions. Stogdill (1974) pointed out that the definitions of Leadership are varied, but it is essential to understand the basic meaning of Leadership. Following the fact that there are varied definitions of Leadership, Northouse (2016) gave a historical description of the leading trend from 1900 to the 21st Century. Table 1 below shows the evolution of Leadership and its various definitions over time.

Table 1. Leadership development trend from 1900 to the 21st Century (source; Northouse 2016)

Period	Leadership Definition trend
1900-1929	Leadership emphasized control and centralization of power with a common theme of domination. The ability to impress one's will on followers induces loyalty, respect, management, and cooperation.
The 1930s	Traits were the focus of defining Leadership. The perspective about Leadership was that of trait and influence rather than control and domination.

The 1940s	Leadership is seen as an individual's behavior while directing group activities. In other words, Leadership by persuasion.
The 1950s	Three themes dominated leadership definitions in the 1950s. <ul style="list-style-type: none"> • group theory, which framed Leadership as what leaders do in groups. • relationship that develops shared goals • ability to influence overall group effectiveness.
1960s	In the 1960s, Leadership was "acts by persons which influence other persons in a shared direction."
1970s	leadership became viewed as "initiating and maintaining groups or organizations to accomplish group or organizational goals
1980s	In this era, predominantly, Leadership was getting followers to do the leader's bidding. Although Leadership ensures followers do the leader's bidding, it was nonetheless a noncoercive influence. <ul style="list-style-type: none"> • Traits. Spurred by the national bestseller In Search of Excellence (Peters & Waterman, 1982), • Leadership is a transformational process whereby one or more persons engage with others so that leaders and followers raise one another to higher levels of motivation, morality, and achievement.
Into the 21st Century	The debate as to whether Leadership and management are separate processes. <ul style="list-style-type: none"> · Leadership is seen as a process whereby an individual influences a group of individuals to achieve a common goal. · Emerging leadership approaches- authentic Leadership, Spiritual Leadership, servant Leadership, Adaptive Leadership, · After decades of dissonance, leadership scholars agree on one thing: They cannot develop a standard definition for Leadership. · Because of growing global influences and generational differences, Leadership will continue to have different meanings for different people. · The bottom line is that Leadership is a complex concept for which a determined definition may long be in flux.

From the above, Northouse concluded that although it can mean different things to different people, Leadership has to do with the "process whereby an individual influences a group of individuals to achieve a common goal." This definition is consistent with Hanson's (2003), Maxwell's (2007), and Rosenbach et al. (2015) assertion that Leadership is influencing and instilling a culture for the followers to follow. However, Crossan and Mazutis (2014) look at Leadership as starting with self and after mastering self-leadership. Leaders can consider leading others and the organization. Golemann (2015) corroborates the above position in his work on "What makes a Leader. In the literature, Golemann posited that a person must first and foremost be self-aware and able to manage self before thinking of leading others.

Leadership Coaching

Leadership Coaching is the art of facilitating another person's learning, development, and performance. According to Rogers (2016), Leadership coaching helps to raise self and identify choices, thereby allowing the individual receiving the coaching to discover their solutions and develop skills that will enable them to become better leaders. Coaching differs from consulting and counseling because, according to Rogers (2016), coaching improves the person; coaching is about actions and change for the better. This definition is consistent with (Ely et al. 2010; Grant, 2012; ICF, 2017; Stowell et al. 2019). The coach is a relationship between five parties, with the objective of one party, in this case, the coach helping the person receiving the coaching to change in specific ways to bring about positive and sustained change.

Leadership coaching relationship has the long-term desired outcome that is transformational sustained behavioral change, ultimately leading to improved performance, long-term career success, and, by extension, positively leading to organizational growth and development (Wasylyshyn, 2003; Rogers, 2016).

It is noteworthy that most written literature on leadership coaches is practitioner-based. This research attempts to add to academic research and literature on leadership coaching and fill a gap, hence the importance of this research.

Intentional Change Theory

Intentional Change Theory (ICT), according to Boyatzis (2008, 2019), can help people "engage in personal transformation successfully and with excitement and enthusiasm." The importance of this model explores the consequences of the outcome leaders experience when they deliberately pursue self-development through learning, among which is coaching. Boyatzis (2006) developed five discovery stages to explain how adults sustainably change or grow their understanding.

Taylor et al. (2019) integrated the five stages of intentional growth with leadership coaching to understand the intentional growth process. For example, Taylor et al. (2019) argue that coaches work with leaders who are intentional about their growth and their organizations. For this research, ICT is a good instrument for understanding leadership development. According to McDermont et al. (2011), Leadership can be developed, and based on this research will examine to what extent leadership coaching can serve as a tool for leadership development.

Leader-Member Exchange Theory

Leading and influencing others is something to care about because leaders' influence on those they decide can be long-lasting. Considering these effects and the need to understand the concept of Leadership, scholars have tried to differentiate management from Leadership. Both Marion and Gonzales (2014) and Northouse (2016) Affirm that Leadership is people-oriented, why management is about processes, ensuring the execution of plans, and ensuring the process is controlled and efficiently directed to achieve desired goals. To further emphasize that Leadership is about people-focus against management- process and activity-based, Marion and Gonzales (2014), propounded the leader-member exchange theory - (LMX Theory), which defines Leadership as developing and creating a five-way relationship. These relationships exist between the leader and the follower.

The theory defines Leadership as the process of developing and creating a five-way relationship. These relationships exist between the leader and the follower. The LMX theory emphasizes that organizations have three interactive elements: leaders, followers, and connections. The interactions of the leaders and followers bring the functions of the leaders to bear; thereby, developing a coherent functional process becomes necessary for the leader and organization (Marion and Gonzales, 2014).

As varied as the attempt to define Leadership, so are the impacts of leadership decisions on followership, organizations, and society. The effect of leadership decisions can be felt in private and public settings and in the government. While some leaders would make decisions to move their organization forward, others would harm their organizations. Based on this, it becomes paramount that we care about leadership development. Leadership development is the process that helps expand individuals' capacity to perform in leadership roles within organizations. Despite the different classifications and definitions given to Leadership, the consensus is that because of the enormous impact of leadership decisions on their followers and their organizations; Leadership needs to explore ways to engage in continuous development. Continuous development will ensure that leaders become better at Leadership and that their decisions positively impact their followers and organizations.

III) Research Methods

Two hypotheses were developed by following the research questions.

Research Question 1. What are the benefits of leadership coaching to leaders' Leadership and performance?

Hypothesis 1. Leadership coaching and leadership performance are positively correlated.

Research Question 2. What are the impacts of leadership coaching on leaders and their organizations?

Hypothesis 2. Leadership Coaching has a positive impact on organizational growth

Coaching is the independent variable in this research, while leadership development, performance, and organizational growth are the dependent variables. This research studies leadership coaching, performance, and intentional and organizational growth. The research would explore the Leader-member exchange and the deliberate change theories as theoretical frameworks for this study.

Methodology

This research employs qualitative Analysis to examine the value of coaching to Leadership and organizational development. The qualitative method was selected because it ensures that the result is comprehensive and objective and provides a more granular, detailed analysis of the effect of coaching as a tool for leadership development.

We interviewed five executives in leadership roles, each overseeing a minimum of six subordinates. These leaders have received leadership coaching in the past in their roles. The interview was based on a pre-constructed questionnaire to determine the effect of coaching on their work performance and organization. The result gathered from the survey was coded and analyzed. The qualitative method is adopted to evaluate the relationship between leadership coaching, leaders' performance, and leadership development.

Sample size and Analysis

In this research, we interviewed five executives, each supervising a minimum of 6 subordinates. To be eligible to participate, the respondents must be leaders with a minimum of 6 subordinates' direct reports because the topic is about eliciting the benefits of coaching to leaders in the organization and, by extension, the impacts coaching has on leadership development in organizations. We chose the participant from among professional colleagues that are in leadership positions.

For objective results, this research chose respondents in leadership positions who understand the purpose of the study. In addition to being in leadership positions, they also have been coached before. The survey gathered feedback on their experiences before and after the coaching engagements.

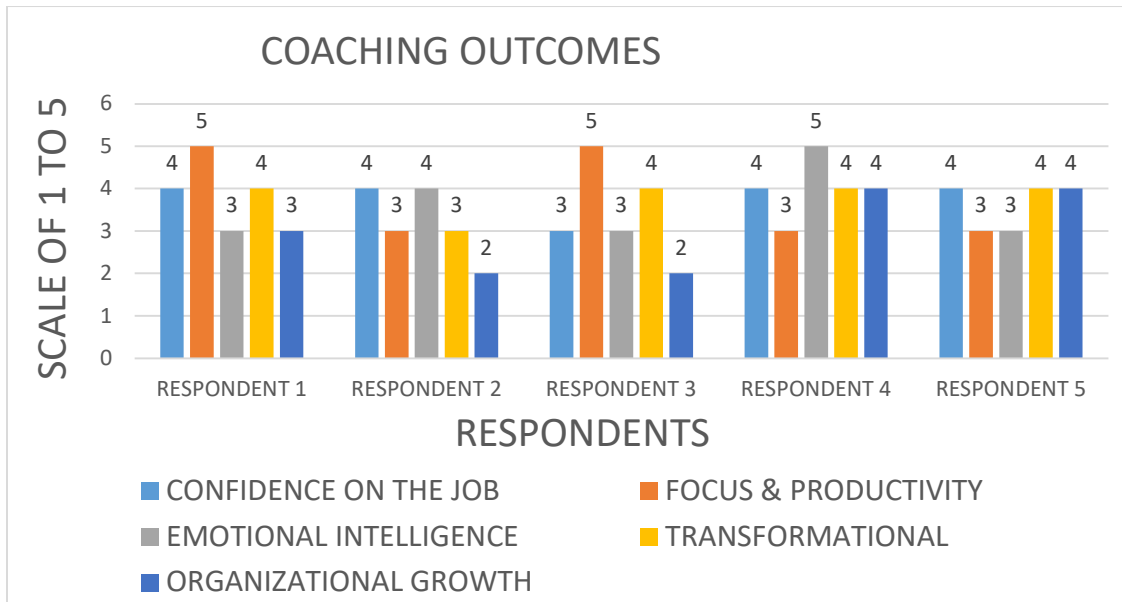
Ethical Considerations

This research put into consideration ethical issues when crafting the interview questions. In this research, questions for the study are limited to performance, productivity, and Organizational Development. Personal and harmful information is not collected. The respondents have voluntarily agreed to participate in the research, and whenever they feel hesitant about any question, that question is left out and replaced with another one. There is no form of discrimination against anyone in writing this paper. The respondents are fully aware of the purpose of the research.

Interview Findings

As stated in the research method, feedback from the five executives' interviews was coded and analyzed. The interview was to elicit experiences before and after being coached. The interview questions on their coaching experience were whether; the coaching was effective, very effective, or not. The respondents saw coaching as effective in helping them become better leaders in intuition, emotional intelligence, confidence, and increased personal productivity. According to the five interviewees, the effectiveness of coaching is as follows.

1. Coaching helps them to build up confidence on the job
2. Coaching helps them to be more focused and productive
3. Coaching enables them to be emotionally intelligent
4. Coaching motivates and instills transformational behavior in them
5. The effect of coaching the respondents translates to the growth of the organization

Figure 2. Coaching outcomes for leaders

Findings and Hypotheses

The research findings in the context of the research purpose and the hypotheses are as follows.

1. Leadership coaching and leadership performance are positively correlated.

The interview finding supports the first question that examines the benefits of coaching and the positive correlation between them. The five executives interviewed believed leadership coaching contributes to leadership development which ultimately leads to better performance on the part of the leaders.

The result of the interviews showed that leaders who spend time seeing a leadership coach consider the time spent with the coach to be worth it because, at the end of their sessions with the coaches, they were able to take better control of themselves behaviorally, and they perform better. This finding confirms that coaching leaders bring about better leadership performance. De Haro (2011) refers to the positive impact on leaders as self-awareness and the practice of new behaviors that ultimately and positively impact their organizations.

2. The impact of leadership coaching on the organization

The interview revealed that organizations would be the ones to benefit in the long run because when the leaders become better at leading, then the organization would become better. The executives interviewed claimed that coaching is not limited to the people who received the coaching but that their organizations were better off in the long run because of the ripple effect of better management, better people leadership, and overall organizational growth.

Implications for Research

This research posed five research questions and, from the questions, derived five hypotheses on the role of leadership coaching on leadership development. These questions and ideas serve as a plan for future research, particularly exploring how leadership coaching can positively contribute to leadership development, performance, productivity, and efficiency. In the same vein, coaching contribution to organizational growth is something that researchers should endeavor to explore.

Recommendations

1. There is a need to improve coaching as a leadership development tool.
2. Leadership development should be deliberate and systematized to ensure that leaders are well-prepared for their leadership roles. The process should be consistent implementation and not an exercise or event whose effect fades off just after it occurs.
3. Organizations should develop an organizational coaching approach for strategic planning.
4. Leaders should be encouraged to practice what they learned in their coaching sessions and not just see the exercises as organizational requirements that they must mark as done.

Conclusion

Many methods used to develop leaders are essential, but coaching is qualitatively different because coaching aims to improve the leaders' performance and productivity and performance positively.

This research examined coaching as a leadership tool, and from the results and Analysis of findings, coaching helps develop leaders and organizations sustainably. The coaches' work is developing and assisting leaders to improve efficiency and productivity.

This paper has examined how coaching helps leaders make better decisions and prepare them for future leadership development and organizational growth challenges.

In conclusion, the research supported all the hypotheses based on the statistically significant Analysis.

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APPENDIX A
INTERVIEW QUESTIONS ON COACHING AS
A LEADERSHIP DEVELOPMENT TOOL

Respondent

Name: _____

Interviewed By: _____

Date: _____

Score (Low) 1 2 3 4 5 (High)	Coaching and Performance
	If I were to rate my performance after receiving leadership coaching
	What is your opinion of how effective leadership coaching has helped you to improve (1 not good, 5 very good and effective)
	Leadership coaching has helped me in improved decision making
	What impact did leadership coaching have on people leadership in your organization?
	Rate the impact leadership coaching has had on you
	On a scale of 1 to 5, 1 being not good and 5 very effective, what impact has leadership coaching had on your organization?