

THE IMPACT OF COACHING ON MANAGERIAL BEHAVIOR

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Abstract

The article focuses on the impact of coaching on the managerial position, to see how it helped managers find solutions to professional situations such as lack of performance, interpersonal conflicts, reorganizations, restructurings, mergers, layoffs, etc. I debated the issue by focusing on the behavior of managers, which is related to their interpersonal skills. Coaching is the alliance between the coach and his clients in a process that stimulates reflection and creativity to maximize their personal and professional potential. The concept of managerial behavior was approached, defined as the manifestation of a mental state of the manager that influences the functionality of the performance of managerial activities: leadership, delegation, sense of responsibility, personal efficiency, interpersonal communication, self-reflection, self-control, learning and evolution. Managers play many important roles in an organization's ecosystem. Beyond relaying information between management and individual teams, managers serve as the most important driver of employee engagement and motivation.

The approach focuses on helping employees develop their own critical thinking skills through learning. With a coaching mindset, the organization will see growth and innovation. People who are encouraged to identify solutions rather than follow orders will feel a greater sense of pride in their work.

Key words: organizations, coaching, managerial position, communication, management

JEL Classification: M10, M12, M14

Introduction

Coaching is an interactive process between a client or a group of clients and a professional coach. It aims to achieve business goals or personal and professional development goals faster and more efficiently. The purpose of coaching is to release people's potential to maximize their level of performance, it is about learning and understanding our innate and natural capabilities, but thwarted throughout life by disorientation, by circumstances that throw us off balance or it inhibits our resources and potential on the way forward. Coaching is an approach based on specific objectives and solutions and is based on an alliance designed to support a person or a group towards the highest level of success and fulfillment. Coaching is the assistance provided in support of a person or one (or more) team(s), in a personal or professional situation, and which consists in helping this person or this team to find solutions to their problems or to its situation, this in a perspective of global and sustainable development.

It appeared about twenty years ago in Europe, imported from the United States and was initially associated with sports. Then, it gradually developed into the professional and private world. There are two main categories of coaching: life coaching and professional coaching. Life coaching addresses people privately to help them find solutions to life situations such as life balance, exercise, health, etc. Society in general and the professional world in particular are subject to profound changes in connection with major trends such as digitization, globalization, mobility or sustainable development. Managers must deal with the effects of these trends in their work on a daily basis. They can naturally draw on their skills and experience to meet increasingly stringent requirements. But sometimes that's not enough. Indeed, profound changes in the world of work can lead to imbalance, a loss of meaning, stress or even burnout. In these cases, professional coaching is addressed to professionals in the world of work and can be indicated to help the person find meaning and restore a situation of balance.

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In this research, I aim to focus on the professional coaching of managers to see how it has helped them in their professional situation. The diversity of professional situations and aspects that can be dealt with in coaching are too numerous. We have identified the managerial position, which is related to their interpersonal skills, as opposed to the knowledge and know-how that can be the subject of training or advice.

1. Review of the scientific literature

Definition of coaching / Professional coaching

In today's context, it is about considering professional coaching. The following types of coaching can be distinguished:

- Individual coaching: coaching of executives, managers, project managers, transformation leaders,
- Collective coaching: operational team, business team or cross-functional team
- Organizational coaching is at the crossroads of several positions:
- Coaching his client's entire ecosystem with the creation of a steering committee throughout the process.
- Collective coaching: of the management team, business teams, innovation project teams.
- Coaching of leaders and actors of internal and external transformation.

Professional coaching is opposed to life coaching, which deals with private life topics such as quitting smoking, resuming a sports activity, organizing family life or finding a balance.

Definitions of coaching

Coaching is both a partnership relationship with clients and a creative process that inspires and encourages them to maximize their personal and professional potential. It is an alliance between the coach and his clients in a process that stimulates reflection and creativity to maximize their personal and professional potential.

To accompany the evolution of a person, a team or an organization, the coach relies on the art of relationship that allows to interact with someone in such a way as to realize the projects he chooses to implement by transforming them, if relevant, his attitudes and skills.

Coaching is a structured, intentional, and transformative process that helps clients see and test alternative ways to improve skills, decision-making, and improve quality of life. The coach and the client work together in a partnership relationship under strictly confidential conditions. In this relationship, clients are content and decision-making experts, the coach is an expert in professionally guiding the process. It is a professionally guided process that inspires clients to maximize their personal and professional potential. It is a structured, sensitive and transformational process that helps clients see and test alternative ways to improve skills, decision-making and quality of life. The coach and the client work together in a partnership relationship under strictly confidential conditions. In this relationship, customers are content and decision-making experts; the coach is an expert in the professional conduct of the process.

The Association for Coaching offers the following definition: "Coaching is a facilitated, dialogical and reflective learning process that aims to increase individuals (or teams) awareness, responsibility and choice (thinking and behaviour)".

Coaching is a facilitated, dialogical and reflective learning process that aims to increase awareness, responsibility and choice in the thinking and behavior of individuals (or teams). The Société Française de Coaching (SFCoach) defines coaching as "accompanying people or teams to develop their potential and know-how within professional objectives".

Beroud defines coaching as "a style of individual support where professional issues are put to work to develop talent, promote potential and accelerate change. The implemented intervention is part of the evaluation".

According to Moreau "there is a consensus to define coaching as a helping relationship associated with the pursuit of performance". This requires reaching individual potential and self-examination to improve.

John Whitmore, pioneer of coaching in the business world and author of numerous books on coaching, defines coaching: "The goal of coaching is to release the potential to bring to the optimal level of performance. It's about teaching the client to learn for themselves rather than accumulating external knowledge". The variety of definitions indicates the lack of consensus on what coaching is. Although there are different definitions of coaching, specialists agree on a number of common aspects: a relationship between a coach and their client, a process of collaboration, learning, results and better professional performance.

Management sciences report on the professionalization and legitimization of coaching through which professional federations attempt to structure it. Coaching is positioned between psychoanalysis and problem solving. In this sense, coaching fulfills the dual objective of helping employees and responding to organizational human resource management mandates.

According to the authors Bayad & Persson "the old leadership revised by the new coaching then appears [...] as an illustration of the renewal of managerial thinking, relying on different dimensions for purposes of coordination in the service of collective action". Regarding coaching, the authors state that "The evolution of management in general and leadership in particular is the subject of reflection by certain consultants or practitioners to establish the practice of coaching in a process of management evolution. and/or leadership. Some see coaching as an effective tool from an empowerment perspective. Others place it in a perspective of individual learning'. The authors believe that "Coaching as a doctrine could contribute to an enterprise taking the form of a collective engaged in action, without primary truth and called to survive. [...] By promoting this connection between action and thought, individually and collectively, coaching appears as an artifact in the service of action in a dynamic of reflexivity where knowledge and relationships are inextricably linked". They conclude that to the power of influence that leadership refers to, is added the power of contribution that coaching invites.

Persson summarizes the contributions as follows: "coaching would first of all be a link agent between the individual and the organization, knowing that the organization represents the team, the project, the company, the society... Nourished by the sports cradle, this praxis clearly refers to a performance dynamic that often requires change and innovation. The work process then implies for the subjects involved a complex work and a new investment in the face of the unknown, by mobilizing everything that makes it human and efficient, including the imaginary. This imagination can be a resource for the company, but then the existential dimension in the workplace deserves to be clearly considered."

Roux studied the effects of mindfulness on managerial experience and practices. In his work, he addressed different dimensions of managerial practices, including managerial posture. Effects of mindfulness on managerial experience and practices: development of an explanatory model, change in managerial posture among study subjects due to mindfulness, especially at the level of delegation. According to Roux, delegation is the consequence of the organizing and prioritizing work done by managers: they better identify what they can delegate to their employees and what falls within their own area of responsibility. For example, they are delegating some highly operational tasks that they previously handled.

In his thesis, Baron focuses on the impact of coaching on the sense of self-efficacy related to the manager's ability to promote the development of his subordinates. Citing Stajkovic & Luthans, he defines self-efficacy as "how the individual's beliefs about his ability to influence the environment direct his actions to produce desired outcomes." His results indicate that there is a positive and significant relationship between executive coaching and self-efficacy.

Salman identifies five sources of pacification of executive behaviors and interactions through coaching:

- interactional discipline: listening, adapting positive forms of language and more broadly positive forms of interaction is necessary
- the transformation of interpretations thanks to simplified grids: it is about giving another meaning, which is no longer accusatory and becomes functional
- regulation of ambitious ardor: moderation of subjective investments
- distancing or limiting affect: when someone is too emotionally affected by a situation, they choose to step back a little on the emotional level to be more effective
- treatment of old inner conflicts, unresolved psychic conflicts

Coaching "is accompanied by an empowerment of the individual, because he becomes responsible for his interactions and his outcome, so he becomes responsible for resolving conflicts."

Salman adds that "In managers' uses of coaching, it is therefore necessary to emphasize the support for the individual, the promise of personal fulfillment." And this side can be linked to a risk of leaving the company, which is known in coaching: there is a significant proportion of coaching sessions that result in leaving the company, precisely because the person is emancipated and thinks "how do I stay".

Managers' sense of self-efficacy in leadership can be segmented into four key dimensions: management, management skills, development and learning of its employees, and relational skills and goal management. Managerial coaching has a positive upward effect on one of the key dimensions of managerial effectiveness, namely the development and learning of its employees. Additionally, there is a significant difference depending on whether management coaching is provided by an internal coach or an external coach.

2. Research methodology

In this context, I found it interesting to explore how coaching could influence the managerial posture. To do this, it will be about defining, on the one hand, the concept of coaching, and on the other hand, that of a managerial position. This will make it possible to develop a conceptual model capable of highlighting the causal link that would exist between the two. The main question of the research will be formulated as follows: "How does coaching impact the managerial position in Romania who have benefited from it?"

Methodologically, I will start with a theoretical part aimed at defining the topic from a scientific point of view. This will include conducting a review of the scientific literature in the field. It will also be necessary to explore professional coaching and management practice. After this exploration, the question will arise of developing a conceptual model that integrates both the concept and the antecedent and consequent hypotheses. The second part of the research will be devoted to a qualitative field study with managers who have been trained. Semi-structured interviews conducted with the help of an interview guide will make it possible to test hypotheses. The results will then be analyzed and interpreted.

The objective of this research is to highlight the impact of coaching on the managerial position. It is therefore about defining the dimensions of the managerial position and seeing if coaching has an impact on each of them.

3. Results and Discussion

Based on the definition of coaching that we have adopted, we have identified its essential dimensions and they will be important in the development of the conceptual model.

1 Partnership The first essential dimension is the alliance or partnership between the coach and his client. Indeed, during the mediation process, the coach and client come together to define the client's goal and the path to achieve it. The coach is responsible for the process, while the client is responsible for the content and achieving the goal. The partnership is

formally anchored in the contract, is based on the explicit mutual commitment made during the first session and relates in particular to confidentiality, data protection, respect, etc.

2 Process

2.1 Coaching Assignment An assignment represents the entire coaching mandate. It is limited in time (3 to 6 months) and in the number of sessions (5 to 12). A mission is divided into several phases: (figure 1)

Coaching mission	Connection
	Objective
	Path
	Intermediate assessments

Figure 1 Phases of the coaching mission

Source: Prepared by the author

- **Connection** The first phase establishes contact and identifies orientation. It is essentially about knowing, identifying the customer's need or demand and what they would like to achieve.
- **Objective** The second phase identifies the overall objective of the mission. It is carried out in the presence of the client, who is invited to describe the situation he wants and the necessary changes are discussed. It is also about deepening the theme using inquiry to reach the real goal or the goal hidden behind the stated goal. It is necessary to check the level of commitment of the client and the achievement of the objective in his situation and environment. The general objective formulated is redesigned until it meets the SMART quality criteria (specific, measurable, easy to achieve, realistic, limited in time).
- **The third phase path** extends over several sessions. At each session, a session objective is defined, in relation to the general objective of the coaching course. These are kind of sub-goals of the overall goal. A specific process is followed for each session. At the end of each session, an action plan is defined by the client to bridge the future and feel motivated to take action.
- **Mid-term evaluations** Depending on the duration of the assignment, it is possible to carry out intermediate evaluations to assess the progress of the coaching assignment. The fourth phase concludes the coaching journey. It's about measuring the client's goal achievement, anchoring changes in their environment, evaluating the coaching process, and being open to the future in terms of follow-up.

2.2 Coaching Session During each coaching session, a specific process is followed. Each coach develops his own approach based on existing methods. This phase defines the objective to be achieved. The client presents the result he would like. He is invited to say why achieving the goal is important to him and to highlight the motivators. This request is repeated several times to achieve the most important thing, the real goal behind the stated goal. The

risk of not achieving the objective is also discussed. As well as the indicators that will allow him to check whether the objective is being achieved. The coaching session consists of the following stages: (figure 2)

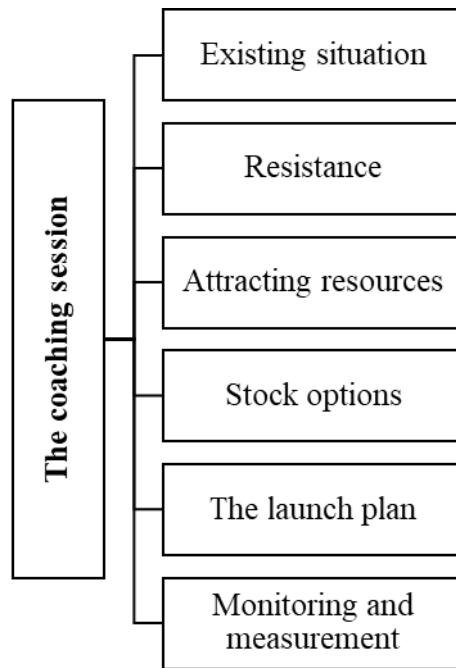


Figure 2 Stages of the coaching session

Source: Prepared by the author

Existing Situation This phase explores the current situation. The negative consequences are discussed, as well as the steps already taken to improve things and the results achieved.

Resistance In this phase, the resistance or obstacles encountered in relation to the pursued objective are discussed. This is the key step in the coaching process that serves to identify limiting beliefs in relation to the goal.

Attracting Resources This phase allows the client to identify the resources they can call upon to progress toward their goal. These are, for example, people, techniques or inspirational models. This phase allows the client to become aware of the many internal and external resources at his disposal and to increase his level of confidence.

Action Options In this phase, different paths or options are developed to be explored. To break out of the current limitations, a metaphorical approach can be used.

Rollout plan In this phase, the chosen option will be explored for its implementation. What will be the first step? What steps are required? How will he proceed? with whom? when? The result is a detailed action plan to build commitment and action.

Monitoring and measuring This last step is dedicated to monitoring and measuring progress towards the goal. What will prove that the objective has been achieved? What could prevent him from reaching it? Who could help him? What is the motivation for implementing the action plan? It is interesting at this stage to re-evaluate the goal achievement index and compare it with the one estimated at the beginning of the session. The difference is discussed.

Creative Thinking Coach and client work in constant co-creativity. Through his relevant questions, his reformulations, his reframing, his benevolent confrontations, his reflections in the mirror, his insights into weak points, the coach brings the client to

awareness, perspective changes, introspection. This allows the client to create, develop new ideas, tracks, options to advance on the way to his goal.

Maximizing Potential In every coaching assignment a goal is defined. It can be about achieving a result, solving a problem, finding a solution, etc. Coaching assumes that the client has all the internal and external resources to achieve their goal. Therefore, it is about accompanying him so that he discovers and exploits his resources and therefore realizes, even maximizes, his personal and professional potential.

Managerial position

The managerial posture is defined as the professional behavior of the manager.

Professional posture is the manifestation of a mental state that influences the functionality to perform activities. The managerial posture therefore represents by extension the manifestation of a mental state of the executive that influences the functionality of the performance of management activities. We explored the scientific research on executive coaching. On this basis, we retained a set of dimensions of the managerial position, these being the following skills: authority, leadership, loyalty, sense of responsibility, sense of personal efficacy, self-reflection, self-control, learning and development.

Aspects of the managerial position influenced by coaching can be found in table 1:

Table 1 Aspects of the managerial position influenced by coaching

Managerial position	Characteristics
Leadership	<ul style="list-style-type: none"> ✓ Vision and big picture ✓ Setting in motion ✓ It gives meaning to the action ✓ Motivates and leads human beings ✓ The intention to develop his team, ✓ Guide for favoring the team ✓ Appreciation and recognition of others ✓ Making decisions ✓ Management of complex situations ✓ Influence on the company ✓ Agility ✓ Innovation ✓ Collaboration ✓ Work in a team ✓ Intellectual Intelligence
Communication	<ul style="list-style-type: none"> ✓ Willingness to transmit ✓ Empathic listening ✓ Physical, emotional and mental receptivity
Self-reflection	<ul style="list-style-type: none"> ✓ Self-knowledge ✓ Knowing the limits ✓ Assertiveness ✓ Self-esteem
The look	<ul style="list-style-type: none"> ✓ Self-perception ✓ The perception of others ✓ Willingness to change ✓ Dare to doubt yourself

Managerial position	Characteristics
Intelligence	<ul style="list-style-type: none"> ✓ Emotional ✓ Social ✓ Collective
Clairvoyance	<ul style="list-style-type: none"> ✓ Awareness of power issues ✓ Non-alignment with the hierarchy
Sense of managerial positions	<ul style="list-style-type: none"> ✓ Spirituality ✓ Clarity ✓ Strategy ✓ Distance from things
Driving innovation	<ul style="list-style-type: none"> ✓ Freedom of conception ✓ Action ✓ Positive speech about things
Qualities of the manager	<ul style="list-style-type: none"> ✓ Authenticity ✓ Accessibility ✓ Exemplary ✓ Empathy

Source: Prepared by the author

Conclusions

The research aimed to study the impact of coaching on the managerial position.

Coaching has its place in companies and organizations. The skills that coaching can develop or strengthen (listening, empathy, emotional intelligence, interpersonal communication, change of perspective, awareness of different maps of the world, etc.) are complementary to those classic managerial skills (team leadership and motivation, setting objectives, decision-making, delegation, etc.). Therefore, I find it desirable that all line managers and HR professionals develop these skills. Coaching could help.

Recommendations for professional practice I recommend that companies and organizations provide managers with short-term manager-coach training courses to improve the effectiveness of managing their teams. These trainings would allow managers to acquire coaching tools, such as active listening, questions or feedback, to strengthen the autonomy and motivation of their employees. Such an approach could be differentiated by management level or extended to other groups such as HR professionals. For companies and organizations of a certain size, it would be recommended to develop an internal coaching service for the benefit of employees of all levels and functions. In addition, as Grote suggests, to increase the frequency and quality of feedback to employees, managers would be advised to organize two types of coaching. Another type of coaching would be event-based, i.e. organized following a specific event, such as a conflict, emergency or crisis situation.

The qualitative study could serve as a basis for a subsequent quantitative study. The results of this research can lead to recommendations for professional practice in order to improve the effectiveness of management by developing new skills for managers and their change in the managerial position. Coaching could become a tool in the service of human resources and management. Improved management could lead to improved working conditions for employees and have a positive impact on society.

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