



Aalto-yliopisto
Perustieteiden
korkeakoulu

Coaching leadership in organizations

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Työn saa tallentaa ja julkistaa Aalto-yliopiston avoimilla verkkosivuilla. Muilta osin kaikki oikeudet pidätetään.

Background

Rising phenomenon of leader / manager as a coach
has fueled research and has gained interest

“...command-and-control leadership is no longer viable. As a result, many firms are moving toward a coaching model...” (Ibarra et al., 2019)

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It is suggested that transformational leader of 21st need to change the way they communicate to employees and help employees become creators of added value in a company. (Mamula, et al., 2015)

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“Organizations often provide a coach for executives who are having trouble with change and are in need of more effective leadership strategies. The process of coaching offers a fresh perspective for understanding and affecting organizational processes and individual behavior.” (Giglio et al., 1998)

Background

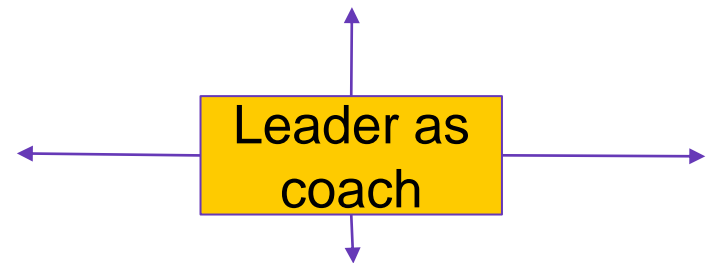
“Coaching-style leadership can be approached from several point of views.” (Kunos & István, 2018)

In organization, development pipeline is crucial for the type of coaching that is wanted. (Peterson, David B, 2011)

-> Differences in definition is important to distinguish

Objectives

- Identifying the traits of coaching leadership practice
 - What makes the manager (/ leader) a coach?
- Gaining insights of the systematic way coaching effects organization (manager, employee, departments...)
 - Which parts of organization are included in coaching practice?
 - > Building framework for coaching leadership traits



Restrictions

- Focusing on manager to employee coaching (Downward communication)
- Concentrates only on organizational coaching. Excludes life coaching and sports. (professional field)
- Materials to be analysed are papers and research from Google scholar and books on executive coaching that **define coaching leadership** and its implementations in organizations.

Study does not try to answer to the efficiency of coaching practice.

Methodology

- Literature review on definition of coaching leadership & how coaching in organizations
 - > Analyze and build a framework to identify traits of coaching leadership
 - > Reflect on the effects of coaching practice in organizations – *What kind of research could be done in order to understand coaching leadership better?*

Schedule

- 1/2021 Collecting materials
- 2/2021 Preliminary review of materials and searching possible missing materials
- 3/2021 Analysis and results
- 4/2021 Writing the thesis
- 5/2021 Approving thesis with advisor and supervisor and finalising the work

Sites and references

[1] Ibarra, Herminia, and Anne Scoular. "The leader as coach." Harvard Business Review 97.6 (2019): 110-119.

[2] Mamula, T., and Nikola Kužet. "The role and contribution of coaching style of the 21st century leader." 2nd HR Conference. 2015.

[3] Giglio, Leo, Thomas Diamante, and Julie M. Urban. "Coaching a leader: Leveraging change at the top." Journal of Management Development (1998).

[4] Kunos, István. "Coaching-style leadership." INTERNATIONAL JOURNAL OF SOCIAL SCIENCE AND BUSINESS 3.1 (2018): 56-62.

[5] Peterson, David B. "Executive coaching: A critical review and recommendations for advancing the practice." (2011).