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THE INFLUENCE OF COACHING ON THE DEVELOPMENT OF MANAGER'S LEADERSHIP SKILLS

Purpose. To reveal the meaning of the conception of internal coaching, identify the management leader styles, their advantages and disadvantages and reveal the development of competencies through the influence of external and managerial coaching in the company.

Methodology. In order to solve the problem, theoretical and methodological techniques, scientific and theoretical analysis of the literature on the problem under study were used. Works were analyzed in search for common categories with reference to grounded research methodology.

Findings. The leadership styles in management and the circumstances of their applying have been considered in this work. It is defined that only a leader-manager, having appropriate professional competencies, innovative ability to think and organizational capacity, can use the coaching style, which has much more advantages. The methodical recommendations of the creation of the industrial enterprises' effective system of integral coaching are formulated. The purpose of this system is linked to a proper choice of the management style in accordance with the decomposition of the tasks.

Originality. Coaching has been determined as the core feature of personal and professional development which can enhance knowledge and skills in management, good choice, skillful use of the leadership approaches. It is determined that it is really difficult to take and keep up a leading position in a proper way. Therefore, the authors suggest engaging the external coaching in order to improve the manager's leadership skills. It is substantiated that the internal coaching should be oriented at the development of professional qualification of workers, their initiative and productivity.

Practical value. It is proven that applying for the external coaching increases managerial competencies and leadership positions. Besides, it allows a company to establish and evolve internal coaching, ensuring the growth of employees' knowledge, skills and special abilities, developing their potential.

Keywords: *external coaching, management leader styles, managerial coaching, management competencies*

Introduction. Today in the conditions of business environment, a company achieves its strategic goals not only by using its productive or financial resources, but also intangible components, including the ability of managers to make appropriate managerial decisions, effectively organize a team of employees, while applying the best practices of successful enterprises and countries. In other words, nowadays in the area of management, coaching is being considered as the most popular method being essential to influence the results of the individual workers' activity.

Modern management, as a tool of coaching style, considers employees as a strategic resource of a company in the process of ensuring its competitiveness in the market. Each person and employee of the enterprise has a certain potential (creativity, ability to solve a large number of tasks independently, initiative, making choices, taking responsibility and making decisions), which is not always revealed and realized completely. Therefore, an employee sometimes loses motivation and interest in work, his/her emotional satisfaction is low, which in its turn negatively affects the individual productivity of work. Even after attending a training course, an employee cannot realize his/her knowledge and skills [1]. And this not only reduces his/her motivation, but can also cut down the value of learning. Hence, using of coaching helps to reveal the potential of each employee, their use for the interests of the organization, and realization all knowledge and skills, acquired during the training process.

Modern realities cause significant changes in work conditions and the attitude of employees to work has changed essentially. Knowledge workers often need inspiration in their work. Moreover, the majority of employees want to feel that their work is important for someone. Evidently, receiving feedback from the head of a company or a manager is an es-

sential condition for obtaining significant results by employees and increasing their productivity.

It is indicated that the rate of employees' satisfaction by their work in the USA and Canada is 19 %, in Ukraine – 12 %, and in some countries, it has dropped to 2 % [2].

Competent and talented employees, motivated to perform certain tasks, can be considered as a key to success of any company. Indeed, today in the conditions of competition, a lot of professionals can be easily tempted to leave one company for another. But what about losses of a company which has invested in its staff? For example, according to statistics, in order to teach a manager from the middle to high level of management in the US, you should spend about \$ 200 000. If this person leaves the company, the organization will lose all time and money, invested in the employee's development. Correspondingly, coaching is widely used by many leading international companies to reveal the potential of employees and enrich their creativity.

Literature review. There are a lot of types of coaching, which are considered in the research work, but people often forget about distinctions between various types of coachee groups. Many authors have tried to define managerial coaching in the terms of specific skills and competencies. Fig. 1 presents different kinds of skills required to be an effective managerial coach. We can notice some investigations, focused more on empathy and relationship, including both early articles (Evered & Salman) and later articles (Ellinger). Ellinger, Hamlin and Beattie [3] emphasize that coaching process enriches the individuals' competence, allows getting new skills for employees, who form a team. However, Ellinger describes coaching through the process of feedback provision, behavioural model and setting a goal. In general, these approaches linked to definitions of coaching have something in common, but when it comes to the main points of the process these models are really various. Hence, the term managerial coaching is far often used to describe the leader's role in personnel

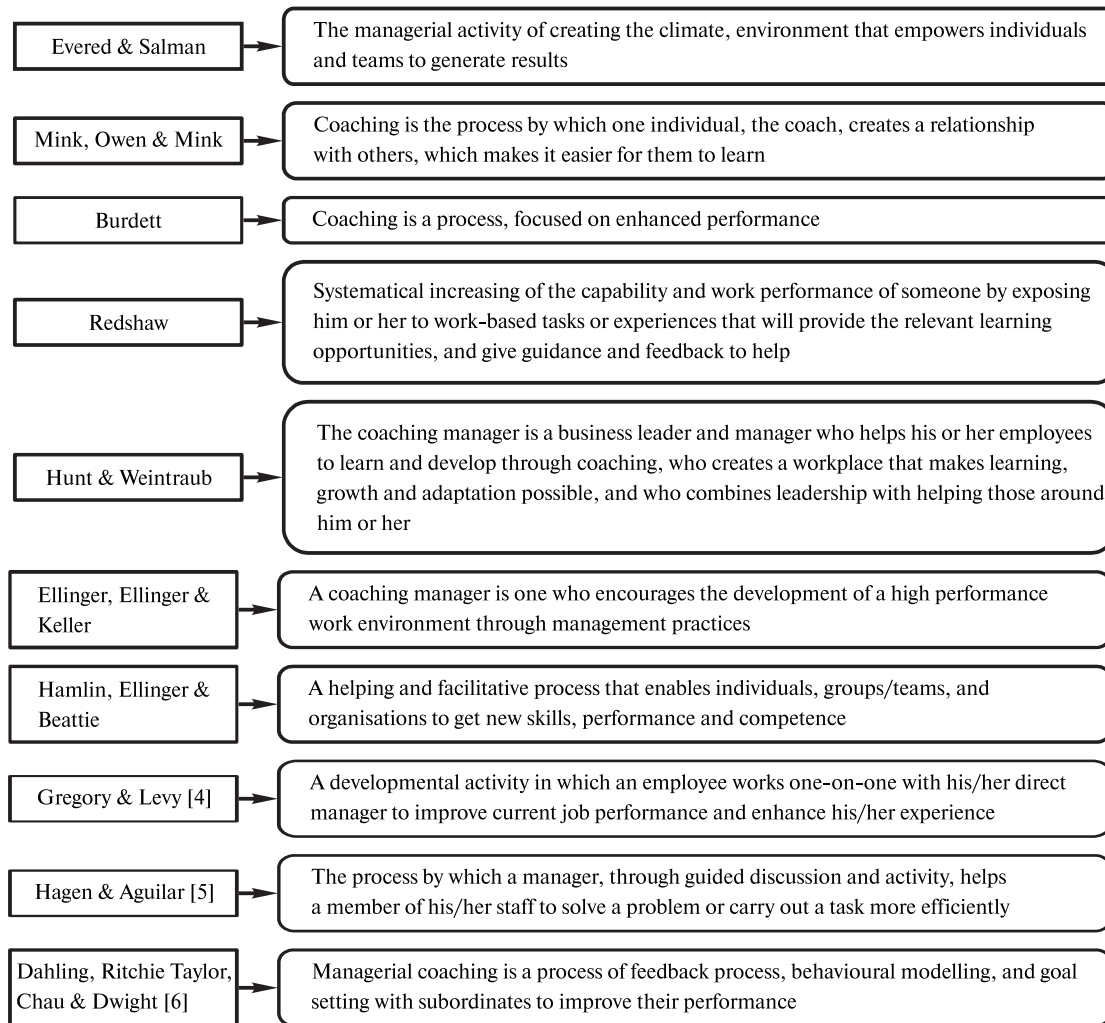


Fig. 1. Science approaches, linked to definitions of managerial coaching

development, but views differ as to the process by which this should be achieved.

Coaching is a tool commonly used by people to develop their self-awareness, professional skills and knowledge that is needed. In addition, it has power to improve job performance of employees and their personal growth. According to their responsibility, managers can act as coaches as they have capacity to lead their team or follow the coach's instructions how to do it.

Coaching enables individuals to identify some gaps in their knowledge or skill and construct an effective plan how to achieve better results, supporting them throughout a range of work-based activities.

Indeed, we suggest considering external coaching that can be transformed into internal coaching (Fig. 2) and which plays the role of a personal and professional development tool that is able to provide managers with knowledge and skills, choice and use leadership approaches aimed at inspiring their employees to new initiatives, getting them satisfied with realization of their potential, focused on achievement of relevant results, which are vital for a company.

In our research the term "internal coaching" is identified with "managerial coaching".

Unsolved aspects of the problem. The main reason (90 % of the cases) why employees quit a job is linked with complicated relationships with the manager. In general, Atkinson divides managers into four categories by managerial style [2]:

- "do-managers" – managers who worry too much about each employee and perform his/her work, because they want to reduce risks and make sure that everything is done properly;

- "have to do-managers" – managers who feel that their presence should threaten subordinates. They are fond of giving instructions;

- "detail-oriented managers" – managers who are focused on details;

- "global managers" – managers who give vague instructions.

No matter what managerial style we embrace, the primary function of each manager is to perform work through his/her employees effectively. And coaching focuses on revealing the potential of the workers that should be oriented at solving main tasks.

There are three components (aspects) such as people, influence and goals, that have been substantiated in many research works. This is due to the fact that the manager always works with people inside the company, with members of other companies and also influences them to achieve a certain goal. Consequently, leadership can be defined as an ability of an individual to influence other people for the purpose to achieve organizational goals.

Challenges today make significant requirements to management so that a company could successfully function and carry out its mission. Under those circumstances, managers must not only possess basic qualities, knowledge or experience, but also demonstrate creative and organizational abilities, supervising the work of the team, direct it to perform the tasks and make effective management decisions. More than that, management and leadership are equally important for a company's activity. It is obvious that an effective manager should be a leader (their own certain leadership abilities). As a

Gain support and recognition from the organization and recognize barriers to coaching:	gain the support from senior management to ensure that all coaching activity is a significant part of the working day. Additional time and resources are essential if the coaching activity is to be a success; be aware of all obstacles to coach effectively: the most common is a lack of acceptance of the role of coach by the person being coached
Plan your approach before starting the session:	realize the learner's needs and priorities which the coaching sessions will aim to address; set clearly learner's objectives; identify success criteria task objectives between the coach and the learner; make a detailed plan
Establish the most appropriate approach to learning	test a mixture of methods, including thinking, reading, watching, listening, observing, reflecting for the purpose to find the approach which provides the best results with your learners
Find out potential opportunities for coaching	
Organize coaching session to demonstrate an appropriate coaching model	the most useful method of coaching is to invite learners to demonstrate what they actually do. In the case of a practical task, ask them what happened and why and get them to consider whether there was an alternative approach they might have tried and whether this might have been more successful
Review progress	Any feedback given by the coach should be honest, sensitive, critical but constructive, and must always focus on improvements for the future
Plan development activities for the learner, encourage the learner to identify opportunities to practise new skills	
Monitor performance and progress	

Fig. 2. Main tasks of internal coaching

matter of fact, management and leadership should complement each other with different qualities, which in its turn will give the company the chance to get different benefits.

Results. American researchers differentiate the qualities of a leader and a manager. So, the leader is a “soul”, who has the prevalence of emotional qualities. He/She has such features as dreaminess, curiosity, creativity, flexibility, ability to inspire people, innovation, determination, imagination, propensity to experiments, initiative to make changes, authority.

He/She is characterized by rationality, counselling ability to solve problems, analytical thinking, official authority.

However, the indicated distribution of these characteristics is relative and rather conditional. In fact, many skills necessary for leadership management can be combined in one person with the predominance of some ones [7]. Therefore, managers should make an effort to improve both managerial and leadership skills. It is vital to choose flexible management style, which depends on different conditions of internal and external environment of the enterprise, and can affect the management process either effectively or negatively. The main features and conditions for its effectiveness or ineffectiveness are shown in Table 1.

The manager-leader has to choose the best management style, which will depend on the following factors:

- a company's steady position in the market;
- a level of managerial competence, ability to manage a team and organize its work;
- personnel development, employees' professional qualification and experience;
- singularity of the relationship between the manager and his/her team;
- the ability to act as a coach.

A coaching approach of management should be actively used by a manager-leader in order to develop the competence of employees [8]. It can also be used when there is a potential

of employees that needs to be directed adequately for a purpose to achieve goals.

Nowadays managerial coaching turns out to be significantly popular with organizations around the world. Intense efforts have been done by well-known companies to train managers and create an internal capability to become coaches [9]. In this way, managers, being in the role of a coach, have more duties, as they help employees to achieve defined goals. Additionally, external coaches should be invited with the intent to assist staff within their workplace. However, they are not aware of distinct aspects of well-known policies, organizational culture, values and some other properties which are precious for the organization.

The 2015 CIPD Learning and Development Survey reported that 80 % of organizations in the UK expect their managers to train. Forty percent of respondents of the survey declared the most effective learning and progressive development related to coaching by line managers and 62 % of respondents said they expected to see this form of training increase over the next 12 months [10].

It is clear that various corporations and firms realize the preferences of coaching interventions, because the higher expenses are required for providing these services by external coaches. These days, much more companies are looking at reducing external costs through the use of internal coaching. Rock & Donde noted that hiring of internal coaches may cost about 10 % of what would be paid to external coaches. However, the results between the two types of coaching differ just a little [11].

There are many companies in the United States (a list of 500 top US companies) that systematically use management coaching services. For example, one of the largest pharmaceutical companies in the world hires such coaches for 40 of its top managers. This technique is quite widespread, especially among American companies, because finding and hiring an experienced person with leadership qualities create significant costs for the company. Doubtless, it is much easier to create

Management leadership styles and conditions in which they can be used

Styles	Features	Effective conditions	Ineffective conditions
Directive	The style of communication is “follow my instructions”, which reflects the supervision of employees, motivation with discipline, threats of penalties	In a critical situation, when different views and challenges create a high risk for the organization	The low level of personnel development. The significant level of employees’ professionalism. Staff will be dissatisfied with strict supervision. On this occasion this style is accepted with suspicion
Authoritarian	A manager chooses the style “strict but reasonable”, having a clear understanding of the vector of development and action. A manager motivates subordinates with persuasion and personal feedback about the results of work	When some instructions or standards are needed and a manager is trusted	Team of employees do not trust the manager
Affiliate (partner)	The priority is focused rather on people than work, on good personal relationships among employees	It is possible to use this style with others when the performance of the work is effective. It is used when assistance or advice is needed to resolve a conflict situation	The partnership does not increase productivity. Strict management is required in the critical situation when work is done ineffectively
Democratic	The credo of management is “everyone is to contribute” and employees are invited to participate in making decisions. The manager rewards the team for common efforts of results	Workers are responsible and reliable because they have enough experience. A company has a steady position in the market	Workers need to be always organized and supervised to perform tasks. Employees are not competent enough and results of their work require monitoring
Reactive	The manner of work is “follow my example”. Mostly work is carried out by a manager personally in order to motivate his subordinates. Motivation by achievement of high standards and self-organization	Employees are sufficiently motivated and have professional competences. There is no need for steady coordination and supervision	When team of employees need additional development, coaching or coordination
Coaching	The manager inspires employees and helps them to evolve their potential, improve quality of work. Motivation of employees is done through realized opportunities for their professional development	Expertize is essential, when skills and potential are to be improved, workers are motivated and need an adequate development	If the manager does not have enough competence to coach. When during crisis many differences exist between the coach’s efforts and the result from an employee’s work

such leaders “independently” by managerial coaching and try to keep them in the company.

One of the fundamental components of managerial coaching is the capability to formulate questions that reveal the visual abilities of employees, to concentrate on new ideas and achieve results in a different way. If the manager acts as a coach for his team, the team will be motivated to develop dialogue, brainstorming and creativity, that in its turn causes the responsibility for each member [12].

In most cases, external coaches are experienced and successful people who necessarily have leadership and communicative qualities. These people want to work as coaches in order to “create” a new generation of leaders. Certainly, coaches are aware of tough business and market environment, and have experience of expertise. The process of a coach selection usually has the following stages:

- a company or a person chooses (a closed website with a base of coaches) three most suitable coaches;
- interviews are conducted, previous coach projects and his/her experience in management are analyzed;
- taking into account the interview and Curriculum Vitae, one or another applicant may be chosen.

Coaches can improve managerial leadership skills, increase productivity and find effective solutions to existing problems that will facilitate the goal achievement [13]. The benefits of communicating with a coach are that he/she pushes the person to actions that previously seemed impossible due to certain internal or external limitations.

The success of coaching sessions is measured by the manager’s awareness of work efficiency which he/she feels after every meeting with a coach. He/She must feel that productivity is increasing, his/her team is well coordinated, and these fundamental changes are interconnected with the acquisition of knowledge and skills that will make him/her a more effective manager in the future. Another sign is the manager’s professionalism and promotion in the company. He/She can act as a coach for his/her subordinate team.

In order to apply managerial (internal) coaching, the company is to implement the relevant tasks (Fig. 2).

With the progress of establishment of managerial coaching, better interpretations for each classification, there exists an occasion to define greater distinction to the many-sided types of coaching processes and audiences involved. Today we can describe the coaching process through interaction between external coaching and internal coaching and, as a result, developed competencies not only for managers, but for team employees as well. With the developed skills much more coaches will be able to use internal coaching programs. However, there will be opportunities for experienced coaches to train managers of internal coaching.

Fig. 3 reflects the formation of the manager-leader’s competencies and progressing achievements of the team as a result of external and internal coaching.

When a company owner hires a manager, he evaluates managerial competencies. However, a manager who has a managerial potential is not always able to realize it in a proper way. Evi-

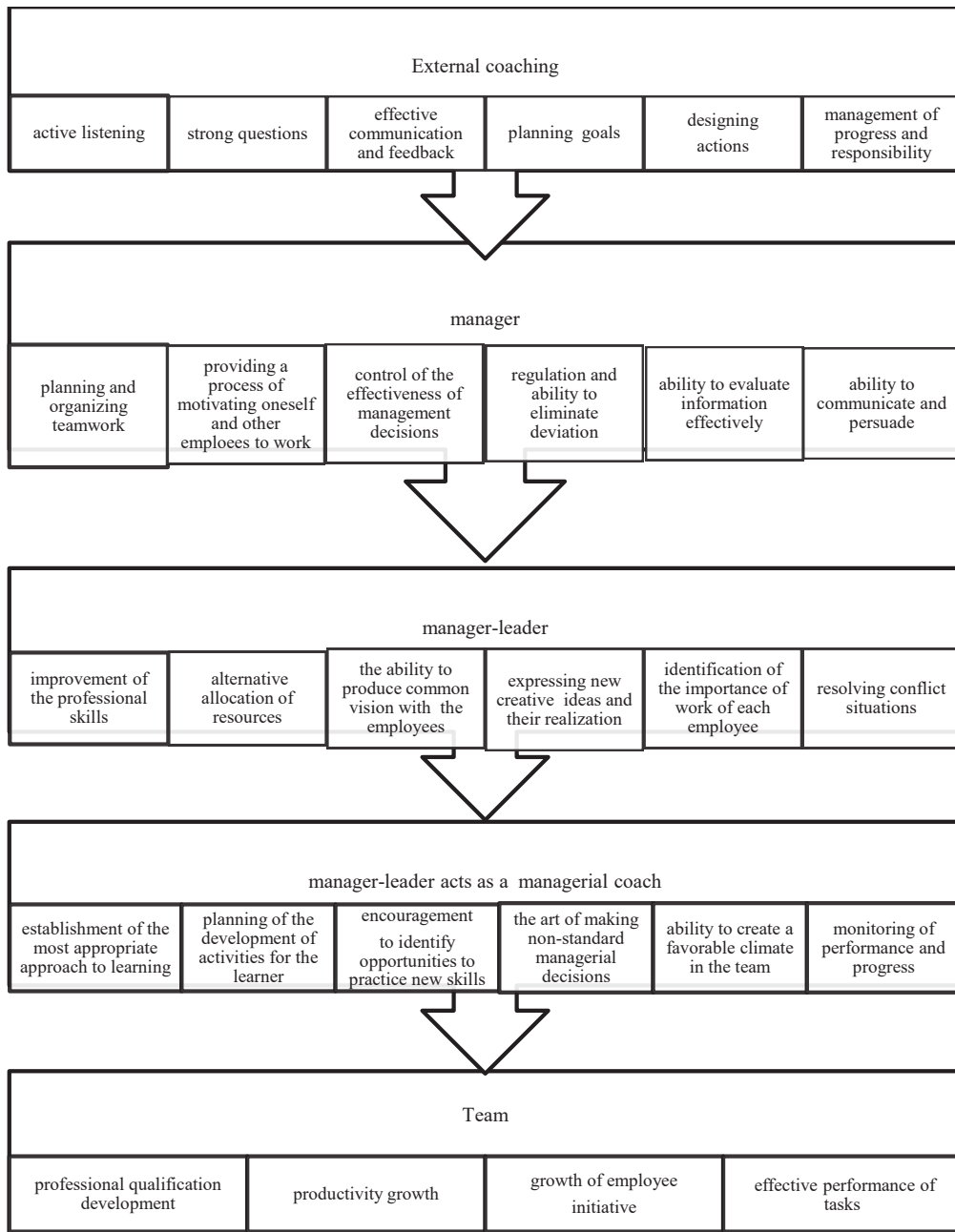


Fig. 3. The development of competencies through the influence of external and managerial coaching in the company

dently, a manager can be a self-sufficient person, have knowledge and professional skills, but this is not enough to manage the team of employees efficiently. The main competencies of the manager are planning and organizing the work of subordinates, motivating himself/herself and other employees to perform their tasks, controlling the effectiveness of making managerial decisions, and the ability to analyze and evaluate information, which is an extremely important resource for the enterprise activity.

A very important management tool is also a communicative process in which a manager has to demonstrate his/her communication skills, ability to negotiate and persuade people. But in today's business environment, challenges to management are extremely enormous; accordingly, the manager must be educated, develop his/her potential and enlarge his/her competencies, especially those of leadership. When the company is interested in management and understands it is strategically important for business, the coach is invited.

The coach must have such competencies as active listening, strong questions, to keep to an effective communication process and feedback from the client in the form of a dialogue

[14]. Moreover, the coach is to direct the client to achieving goals in accordance with the plan of action and manage the progress of the managerial leadership development as a result of coaching sessions.

Active listening should be focused on what the client says, to catch what is said in the context of the client's desires and to support the act of expressing all feelings and opinions. The coach must correctly formulate questions which disclose the information that benefits most from cooperation with the coach. It is advisable to ask actively directed and open questions that will give rise to new opportunities or knowledge and facilitate the client's steady development.

Open communication and feedback are needed in order to ensure the effectiveness of coaching sessions, to assist the client to realize his/her future prospects. It is substantial to define clearly the aims of coaching, the program of the session, the purpose of using some techniques, methods or exercises. The coach must precisely evaluate numerous sources of information and interpret it to the client in a proper way to achieve the desired results.

Projecting is the principle of achieving the desired results, open to creating new ideas together with the client, to continuous training during coaching sessions. Maintaining active experiments generates self-knowledge. Thus, the client has the opportunity to realize practically the theoretical material of coaching sessions.

It is vital to develop and implement an effective coaching plan with the client. The project must envisage concrete results and deadlines for their achievement.

Such competence as management of progress reflects the ability to focus on an important client's problems and to keep him/her responsible for certain actions. Meanwhile, it is necessary to keep track of the situation by asking the client about the accepted obligations at the previous sessions. In addition, the coach should find out the client's achievements and failures during the previous sessions. In this context, the client learns on his/her own experience to make decisions, to work with key questions, to receive feedback, to set priorities and to increase the pace of learning by his experience.

The coach will help the manager to strengthen his/her competence. Having acquired new competencies, he/she can develop independently. The head of the company must be involved in the process and has to monitor the progress of managerial development. The next step in this process is development of manager's leadership. Apparently, the coach realizes the manager's way of thinking and help him/her to increase leadership competencies. The manager, who has leadership skills, can precisely define and choose the necessary style of leadership and analyze the combination of several styles according to the situation in the team. The art of distributing resources in the company is also a challenge for the manager-leader. Facing the situation of time limitation, it is difficult for him/her to choose the optimal solution. It is even more difficult to manage a team of workers who have various visions for achieving goals, different approaches to the tasks. Often, as a result of this, there are many conflicts that require an immediate solution. Consequently, the manager-leader must be able to produce a common vision with the employees, involve everyone in this process, while solving any conflicts. It is extremely important to stimulate collaboration and support the employees, as well as to resolve the problems associated with psychological stress. Recognizing the significance of the work of each individual employee increases revealing his/her talent and realization of the employee's potential. Actually, the manager-leader must use different approaches in order to develop the potential of his/her employees, including his/her own ability to create some ideas, being the initiator and a genuine golden leader, who can motivate his/her team to implement ideas, to achieve goals.

In fact during the coaching process, the manager-leader expands his/her competencies, acquires vital knowledge and skills that should be directed towards effective management of the team. At the same time, the manager, using the services of an external coach, can act as an internal coach, when it is really necessary for the development of employees' potential. It is efficient for the company to invest in management development in order to provide the manager with the possibility to act as a coach of his subordinates. The chain of knowledge transfer, the ability to develop and stimulate the team allows the company to effectively prioritize and combat existing problems. Finally, coaching helps to create a staff of creative, loyal and initiative coworkers for whom personal development is the most important thing.

Today people aim both to get high-paid jobs and enjoy work. In fact, the workers are motivated by the progress of the project in which they are involved. And this is natural, because all people aspire to progress. In reality, internal coaching in the company can serve a driving force of progress.

The manager-leader as a coach, must increase his/her competencies and acquire qualitatively new ones such as the ability to observe and research, psychologically feel the mood of the team and choose an approach for the employees to get

the most desired results after coaching sessions. Each coaching session is to have a plan for personnel development. It is always necessary to encourage the employees to identify their abilities and practice new skills. Very often, the knowledge of using non-standard methods for solving a particular situation brings significant results. For this reason, the manager in the role of internal coach should have the competence of making non-standard managerial decisions, timely evaluating the situation, analyzing information and all risks. Additionally, being a coach, the manager is able to create a team of specialists, individuals, people who have a potential and opportunities to realize themselves. It is very important to take into account the needs and opportunities of each employee, to support them at every stage of activity, to praise and direct them to progress to achieve personal goals and the goals of the company as a whole. The favorable climate in the team is the merit of the manager to understand needs of each employee, choose the appropriate style of leadership, effectively motivate the team of subordinates, to reveal their potential and create opportunities for its implementation. After each coaching session it is necessary to monitor the productivity of employees' progress, analyze the results of the team's activity.

As a result of internal coaching, the team of employees must obtain a number of competencies. Obviously, professional qualification development plays a significant role for the employee. By improving his/her knowledge, skills and work experience, a person gets opportunities to have a promotion and more paid work. It is essential to evaluate the growth productivity of those people who have successfully passed all coach-stages, got instructions and stimulation to work. The initiative of employees is reflected through the expression of certain ideas, related to either the improvement of the production process or the conquest of a new market segment, or even the creation of some innovative ideas. In any case the initiative of the employees must be always approved and motivated. The manager should always compare the results of the tasks performed by employees before and after the coaching sessions. In this way the internal coaching is aimed at revealing the potential of employees and directing it to the achievement of performed tasks.

Conclusions. Today, strong business conditions require managers to be leaders. External coaching allows managers to gain new knowledge, to develop leadership potential and to make managerial decisions efficiently. There is also the demand for leaders who can coach their employees as the benefits become more and more obvious.

That is why companies should consider external coaching that can help managers to become leaders and provide them with the knowledge how to manage their team in the role of the coach in order to develop professional skills, to increase job satisfaction, employee initiative and productivity which in its turn will bring essential benefits for the company.

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Вплив коучингу на розвиток лідерських умінь менеджера

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Мета. Розкрити суть концепції внутрішнього тренінгу, визначити лідерські стилі управління, їх переваги й недоліки та відобразити розвиток компетенцій через вплив зовнішнього та управлінського коучингу в компанії.

Методика. Для вирішення проблеми були застосовані теоретико-методологічні методи, науково-теоретичний аналіз літератури з досліджуваної проблеми. Роботи були проаналізовані на пошук загальних категорій з посиленням на обґрунтовану методологію дослідження.

Результати. Проаналізовані стилі керівництва менеджера та умови їх використання. Визначено, що коучинговому стилю управління притаманно набагато більше переваг, і він може бути використаний тільки керівником-лідером, який дійсно має професійні компетенції, інноваційні підходи та організаційні здібності. Для управлінців промислових підприємств розроблені методичні рекомендації щодо формування ефективної системи внутрішнього коучингу, метою якої є вдалий вибір стилю управління у відповідності до декомпозиції завдань.

Наукова новизна. Коучинг визначено як основний інструмент особистого та професійного розвитку, що може

забезпечити менеджерів знаннями й навичками, вибором і майстерним використанням підходів лідерства. З'ясовано, що менеджер не завжди може зайняти лідируючі позиції, правильно підібрати стиль лідерства. Тому автори пропонують залучити зовнішній коучинг, щоб поліпшити лідерські навички менеджера. Обґрунтовано, що внутрішній коучинг повинен бути спрямованим на розвиток професійної кваліфікації працівників, їхньої ініціативи та продуктивності.

Практична значимість. Обґрунтовано, що використання зовнішнього коучингу сприяє розвитку управлінських компетенцій і лідерських позицій. Крім того, він формує внутрішній коучинг у компанії, націлений на роботу в команді і, як результат, — забезпечує зростання знань, вмінь та здібностей працівників і розвиток їх потенціалу.

Ключові слова: зовнішній коучинг, управлінський коучинг, лідерські стилі управління, управлінські компетенції

Влияние коучинга на развитие лидерских умений менеджера

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Цель. Раскрыть суть концепции внутреннего коучинга, определить лидерские стили управления, их преимущества и недостатки и отразить развитие компетенций через влияние внешнего и управленческого коучинга в компании.

Методика. Для решения проблемы была применены теоретико-методологические методы, научно-теоретический анализ литературы по исследуемой проблеме. Работы были проанализированы на поиск общих категорий со ссылкой на обоснованную методологию исследования.

Результаты. Проанализированы стили руководства менеджера и условия их использования. Определено, что коучинговый стиль управления имеет гораздо больше преимуществ, и он может быть использован только руководителем-лидером, который действительно имеет профессиональные компетенции, инновационные подходы и способности. Для управленцев промышленных предприятий разработаны методические рекомендации по формированию эффективной системы внутреннего коучинга, целью которой является удачный выбор стиля управления в согласовании с декомпозицией задач.

Научная новизна. Коучинг определен как основной инструмент личного и профессионального развития, который может обеспечить менеджеров знаниями и навыками, выбором и искусством использования подходов лидерства. Установлено, что менеджер не всегда может занять лидирующие позиции, правильно подобрать стиль лидерства. Поэтому авторы предлагают привлечь внешний коучинг, чтоб улучшить лидерские навыки менеджера. Обосновано, что внутренний коучинг должен быть направлен на развитие профессиональной квалификации работников, их инициативы и производительности.

Практическая значимость. Обосновано, что использование внешнего коучинга способствует развитию управленческих компетенций и лидерских позиций. Кроме того, он формирует внутренний коучинг в компании, нацеленный на работу в команде и, как результат, — обеспечивает рост знаний, умений и способностей работников и развитие их потенциала.

Ключевые слова: внешний коучинг, управленческий коучинг, лидерские стили управления, управленческие компетенции

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