

Bîrlădeanu, Gheorghina Liliana

Article

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The Coaching and Management of a Successful Organisation

Gheorghina Liliana Bîrlădeanu¹,

¹Faculty of Economic Sciences, Agora University of Oradea, Oradea, Romania

E-mail gheorghina_birladeanu@yahoo.com

Abstract

Exercising coaching within organisations creates efficient teams, giving them sense and direction regarding actions, with an increased and consequent focus on the employees` motivational approach and also on the ability to delegate effectively. This way, a healthy environment is cultivated, with autonomous, self-taught working teams, which activate conscientiously aspects that lead to building a successful organisation. *"No one can whistle a symphony, it takes a whole orchestra to play it."* (H.E. Luccock)

Key words: coaching, efficient teams, successful organisation

1. Introduction

The social, political and economic context of the latest years have shaped, more and more, the differences between the traditional managerial approaches, where orders are in the focus, and the modern ones, where leaders inspire and motivate. A highly productive management combines efficient communication, identifying viable strategies for the company, motivating employees to excel, participating in making smart decisions. In order to reach organisational success, it is considered that a good manager is the leader that you want to follow, the one that can possess the strategies to keep close good people and also to recruit valuable ones. A team that has a common goal, with relationships based upon trust, can build much more than the people who make up the team would do individually.

We understand that it is necessary to introduce in organisations the performance culture and the continual learning, aspects that require the latest proactive approaches. Within this context, we need to relate to the most recent researches in the field of management, that can develop the successful organisation. Regarding this issue, an essential vector is managerial efficacy through the ability to do coaching. Thus, coach-managers facilitate and maximize performance, forming teams orientated towards success.

2. What is coaching?

The International Federation of Coaching defines coaching individually as „a partnership that accelerates the client`s learning rhythm, his performance and progress on an individual and professional level”, while the European Coaching Institute defines coaching as „a process that helps the client give up what he is now in order to transform into what he wants to become.” [1]

From these definitions, we identify the performance stimulator role of coaching for any individual, both from personal and professional perspective.

Thinking about the fact that organisations are represented by groups, it is necessary to discuss the idea of a collective. In this regard, how would we realise a group coaching? Why? Because they are the ones that accomplish the goals of an organisation. Therefore, we begin with Thornton`s (2010) definition of team coaching, which he presents as a process of „coaching with a team in order to reach common goals, paying attention both to individual performance and to collaboration and performance at team level.” According to Cockerham`s vision (2011), who tackles with group coaching, the process is defined as „ a group one, facilitated by an experienced coach and created with the intention to maximize the combined

energy, the experience and wisdom of individual people, who have chosen to participate, with the purpose to reach organisational or individual objectives.” [2]

From the two approaches that go beyond the individual dimension, we distinguish differences in various areas, such as: communication, vision, mission, values, leaders and focuses.

At the same time, we also point out the complementary aspects of individual coaching and team/group coaching that converge towards a common goal: the success and performance of the organisation.

Starting from the idea that the management team is the vital centre of the organisation, with major influence on its directions, the managers` decisions have reverberations on an individual level and also on an organisational level, an issue that influences the future of the company. If we balance the fact that the members of the leading team are usually chosen from the perspective of their functional responsibilities, but, sometimes, also for some subjective reasons, which have no connection with the specific of their competences, it is even more critical. More often than not, the managerial teams are really groups of senior managers, who do not work together, but make individual decisions. Hence, it is clear that most of the teams do not sequentially assume the design and the future of the company.

Nowadays, shaping leading managerial teams by coaching is a relatively new phenomenon. Approaching coaching in companies from a structural and functional perspective is the result of very powerful cultural models. The hegemony of the the business models from the Occident (and from the USA) has definitively shaped the emergence and functioning of the management team from the top of the organisations.

The current feature that an organisation needs is using management team as a consequence of the growth of diversity and complexity of problematical situations, as a consequence of the globalisation phenomenon and, of course, from inside company, as a consequence of the need to adapt to new global business models. On the other hand, it is known that in any management team, there is a series of functional blockages or communication dissensions, which, from the coaching perspective, can develop large niches of positive evolution and also niches of escalating them.

The specialized literature appreciates the valencies of coaching regarding responsibility and team members` autonomy area, self-esteem growth, collaboration, developing leaders, involvement, dedication, loyalty, commitment, productivity, reaching organisational goals, assuming mentality and behaviour change, aspects that lead to achieving remarkable results.

Studies from Romania specify that the biggest blockage of Romanian managerial teams is the lack of a forum, of a reflection and dialogue cadre in the field of challenges that they encounter and of the roles that they have to adopt individually or as a team.

Team coaching brings a real support for escalating the difficulty to produce and keep a climate that impels interpersonal transparency, which then creates an impulse and an energy for the entire team, favouring collaborative actions with intensified results. Thus, it is obvious that the managerial approaches with the help of coaching offers solutions for systemic remodelling of the team and for synergistic revival of the common strategy.

3. Conclusions

We conclude that the existence and practice of coaching creates efficient teams, to whom they confer sense to their work and direction regarding actions, with a consistent emphasis on motivational approach for employees and, of course, on the ability to delegate efficiently. Thereby, a healthy environment is cultivated, with working teams that are autonomous, self-taught, that work thoroughly in the presence or in the absence of their manager and that lead to building a successful organisation.

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