

The Effects of Corporate Coaching Process

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Abstract: The choice of topic was generated by my personal interest in coaching processes as well as experiences at the workplace. This interest led me to look at the problems to be solved armed with a new perspective, analyzing the experienced problematic situations afterwards. I will examine the effects the application of coaching, team coaching processes the company's life. I would like to provide insight into the issues of the current coaching situation in Hungary.

I examine the innovative attitudes of employers towards employee training. The use of these tools, coaching or training?

Coaching is nothing more than occasional feedback and advice on the different aspects of the performance of subordinates. Usually the direct superiors or close colleagues make provided it.

In contrast, the training, when they tell the participants what to do, in the coaching they show people how to use existing knowledge. The coach sets challenging tasks, clearly outlining the expectations and following the process, gives advice, often carries out an evaluation, and encourages subordinates to prepare to step up the career ladder and include them in their own replacements. Coaching is especially useful during the brainstorming session, and then when you involve people in the process of change management.

Recognizing the importance of corporate application of the coaching process in time stopping negative corporate trends.

In addition to the leaders the subordinates are is also entitled to coaching, they can have a problem, which cause is difficult at work, especially if they have learned regarding the use of the local community work or training. These solutions offer the coaching team that specific work tasks through points to the secretary of the co-operation. The coaching team coaching differs from a multi-stakeholder equation puts the existing problem not only cares about the problems of leadership, but team unity and the coordination of trying to control the path to a solution. The coaching team rather than the individual team members' strengths, weaknesses deepen the collective subconscious, it just seemed similar to the team-building trainings, because there is more willingness to increase cooperation. The external or internal coaches selected the company and the employees' perspective. My assumption is that a clear relationship between the detected according to the HR point of view, motivated employees and corporate results.

The research proves the hypothesis, which states that the organization's innovative development techniques, has direct impact on short-term economic and financial performance of the companies.

Keywords: coaching, team coaching, human resources

1 Introduction and objectives

Today, more and more people are engaged in coaching, yet I find that for some companies even the concept itself is totally unknown, they are far from the application. However, where applied, excellent results are achieved with a number of areas it is. Great help for the company problems underlying the treatment of work-related stress. The goal of the research is to prove the hypothesis established that coaching in between the helper methods impact on the company's history, through the economics.

2 Setting the theme

The choice of a personal interest in the topic of coaching processes and experienced work experience generated. This interest led to problematic situations experienced afterwards Analysing, assessing new kind of approach, consider the armed solve problems. It is exposed to the following people at the workplace, regardless of whether it is the owner or employee or subordinate leader: work-related stress, restructuring, work-family conflict, career development, resilience, competency assessment and evaluation.

3 Methods

3.1 Primary data collection:

The primary data collection was in the form of questionnaire surveys, personal interviews with company managers and employees. The survey was carried out online. I made interviews with companies from whom I did not get back a completed questionnaire or I have an outstanding relationship capital.

3.2 Secondary data collection

I worked in the secondary data collection, and evaluated the results of national and international research. I studied the emergence of Internet companies during their secondary data collection, plus other public appearances were also collected and evaluated.

4 Discussion of the topic

4.1 Clarification of Concepts

I would like to provide insight into human resources development processes in this section, especially the coaching.

The word coaching comes from the English language, in an abstract sense it means training and it encompasses the work done together with the trainer. This concept was introduced in the terminology of the business world from sport psychology. The coach-in the development process-has a role similar to that of a trainer, who helps his competitor to realize and reach his own goals. It is the achievement of the psychotherapists, who realized that it is not only the people who are in crisis who need advice, but those also who would like to be more successful, more satisfied, and would like to get more out of themselves, in any field of life.

Tim Gallwey was the first who wrote about the essence of coaching, in the field of tennis and golf instruction. His concept appeared in several materials. In his opinion, the opponent in our heads is much more frightening than the one on the other side of the net. He claims that the coach can help the player to clear away the obstacles that hinder achievement. If we succeed, our natural abilities will come to the surface, and there will be no more need for the coach's technical instructions. And Gallwey found that he was giving more talks to businessmen than to athletes. Although coaching can be regarded as part of management counselling, in some respect, coaching is not giving advice. The coach does not solve the managers' problems, he only transfers his knowledge and helps in activating inner strengths. He asks and listens, guides the attention of the partner and gets the partner to say the solutions. He points out certain activities, possibilities, solution types, from among which the individual will choose the one most suitable for him. In actual fact, coaching is a development process between two people. All the way it is a personal, interactive and intensively focussed process.

It helps the individual and the corporation in achieving greater results in a shorter time. It involves setting goals, defining expectations, performance evaluation, motivation. With the help of coaching, the client will set higher standard goals, become more active, make more informed decisions, and realize and increase his inner strengths, natural abilities. The possibility to obtain new experiences and new knowledge is important. Coaching is suitable for preparing the expert before assuming a new position, as well as solving problems related to positions, both on a professional and personal level.

In order to better use our own abilities:

- Less unnecessary stress to undertake,
- Easier to endure attacks, failures, criticisms, if we learn from them,
- Process the experience of loss,
- Display support and confident behavior in social situations
- Eliminate internal inhibitions
- To resolve the contradictions,
- Develop and use creative thinking and action strategies
- To recognize other people's attempts at manipulation.¹

Those leaders who turn to a coach, often only need to be reassured. It happens many times that they have to make major decisions and it is hard to undertake guarantee. Coaching, regular training gives a sense of success, and gives a fantastic feeling that the participant is able to solve his own problems, to act, make good decisions and take responsibility for all this. To create plus value to achieve the goals, and thus become successful.

The other reason why managers turn to coaching is that they need new information. An external advisor often sees corporate processes more objectively and can judge better for example how the company should be managed and how communication should be with the colleagues.²

Today the need for good company leaders is greater than ever. The technical revolution, global competition, the newer and newer business models, and at the same time the ever narrowing workforce markets, greater and greater competition for the decreasing number of leading positions.- All support increasing demands of the leaders - who is Diffenderffer.³

¹ http://www.nlphungaria.hu/hu/?page_id=63

² Horváth Tünde, Helyzetkép a Magyarországi coachingról Megjelent a Pszichoterápia című lap 2004, augusztusi számában

³ Diffenderffer, B Samurai Leader, Sourcebooks, Naperville, Illionis, (2005)

Coaching gives significant help for the leader:

- Detect the credibility of the partner During negotiations,
- Present ourselves with the subject matter in a convincing and attractive way,
- Get to know the thinking strategies of You and your partner
- To take the initiative at the negotiations,
- Give apt and flexible Answers to complaints and, argue effectively
- Lead staff optimally
- Optimize the management of all-time for ourselves and for our environment,
- Develop creative working atmosphere.

4.2 The place of Coaching in helping methods:

Coaching is nothing else but giving feedback and advice occasionally about different aspects of the subordinates' performance. In contrast, in the case of training, the participant is told what to do. In the case of mentoring, a senior colleague takes responsibility for the development of a chosen individual. Team coaching is different from coaching in that the problem is placed in a multi-player situation, it does not only deals with the problem of the leader but strives to lead to the road to solution by creating a team unity. When the colleagues are aware of each other's limits, they can pay attention to it when organizing work and will not get involved in conflicts arising solely from different personality types. In team coaching it is mainly the strength of the individual members that is burned into the collective subconscious. It is only seemingly similar to team building trainings, since there it is mainly cooperative willingness that is developed.⁴

4.3 External or internal use of a coach:

The tendency in more and more companies is to train a few inside people to do the job, rather than having an outside coach to conduct leadership training.

An inside coach definitely knows more about the power lines inside the company, the links, the conflicts between people, since he is a member of the organization

The lack of such information, on the other hand, makes it possible for an outside coach to look at the situation from a different perspective, in a non-judgemental manner.

⁴ Erős, I., Bents, R. Személyes vezetői tanácsadás (coaching), a korszerű vezetői támogatás, in A kft. vezető kézikönyve, Raabe kiadó, (2002)

There are several coaches on the Hungarian market who work on their own, and only sometimes, for individual projects, and for meeting the needs of major clients, will they sign a contract and work together. For economic reasons, it is possibly more advantageous to employ inside coaches than to employ outside coaches for an hourly wage. The main advantage of an inside coach is that he can see his client in different work situations. When these situations are brought up during the sessions, the coach can raise his client's awareness when sharing his own observations. Physical closeness results in flexibility of meetings. If something happens between appointments that the client wants to share with the coach by all means, it can be easily done if they only work a few doors away from each other. Creating trust may be easier in the case of outside coaches. The clients might suspect that the information at the sessions will get into the human resources system of the company, or that it will get into the ear of certain supervisors. The inside coach most often is a member of the HR department, which is unfortunately not well respected in a lot of companies. The fear that a third party will be made aware of what was said at the sessions, is founded.

4.4 Coaching Methodology:

- DIADAL⁵
- Polaris Management Coaching
- Psychodrama based coaching
- NLP based coaching
- Gestalt Coaching
- TA-based coaching
- 7C Model

5 Evaluation Results

5.1 The primary research:

The Hungarian KKV-s were in my research focus. I analysed the KKV-s data from 2011 to the present day. The questions are related to the corporate trainings, coaching and HR system. During the research 118 online questionnaires were filled in and 19 personal interviews were completed. The online questionnaire and personal interviews results of what has been said in aggregate are as follows

⁵ Komócsin L. Módszertani Kézikönyv coachoknak és coachingszemléletű vezetőknek I. (2009.)

Surveyed KKV	Yes	No
Do you know coaching, its uses also	42%	58%
Among the yes answers, cover the total expenses:	52%	48%

Table 1
Enterprise survey using the coaching process.
Source: Járdán (2014)

Surveyed KKV	Yes	No
They spend personnel (training, team building):	50%	50%
They have HR manager:	16%	84%
Apply benchmark:	66%	34%
The discretion of individual treatment Promotion:	80%	20%
Apply reward in order to retain high-performing colleagues:	50%	50%

Table 2
Survey of the use of corporate HR processes.
Source: Járdán (2014)

Surveyed KKV	Yes	No
They are useful for training, according to the workers:	90%	10%
They have taken part in training (mental worker)	67%	33%
They have taken training (manual workers)	43%	57%

Table 3
Corporate survey of employee training participation representation.
Source: Járdán (2014)

There is an oversupply in the areas of time management, work, private life and burn out. There is a great need for leadership skills development. The companies would like to use coaching in solving mainly stress and conflict management and personal image building. In Hungary, there are numerous micro and middle enterprises, so this survey shows a true picture of the situation.

5.2 Secondary research results:

Synergon HR 2011 National Benchmark Survey KKV's (%)	Yes	No
Operates a performance evaluation system:	69%	31%
Performance evaluation has impact on incentives:	79%	21%

Table 4
Survey of the use of corporate HR processes.
Source: Synergon Hr Benchmark (2011)⁶

At the 2011 National Synergon HR Benchmark Survey 69 per cent of the participants were applying a performance appraisal system, 22 per cent not, and 9 per cent were planning to introduce it. In 79 per cent of the companies the performance appraisal influenced the incentive system.

According to a recent survey one of the main reasons for voluntary change of workplace among the 35-45-year old age group is the lack of inside career possibilities and the search for new challenges. Increasing salaries or the intention to improve work-life balance was of a much lesser importance.

Work anxiety inducing factors:	%
Reorganization, uncertainty about job preservation:	72%
Excessive workloads, long working hours:	66%
Work humiliation, harassment:	59%

Table 5
The most common causes of stress at work.
Source: EU-OSHA(2014)⁷

The main reason for stress at the workplace is work reorganization, and job insecurity, as was suggested in a recent European statistical survey. According to the survey, conducted by the EU-OSHA, 72 per cent of the respondents indicated reorganization and job insecurity to be the main reason for work anxiety. 66 per cent classified excessive workload and the too long working hours as a source for stress, 59 per cent talked about humiliation and harassment at work.

⁶ <http://www.hrportal.hu/hr/hol-merik-a-dolgozok-teljesitmenyet-20150330.html>

⁷ <http://www.hrportal.hu/hr/a-munkahelyi-stressz-fo-oka-nem-a-leterheltseg-hanem-az-atszervezes-20150423.html>

According to statistics, stress at the workplace is provable in the background in 50-60 per cent of loss in working time, which corresponds to the fact that according to 51 per cent of the employees work anxiety and tension is an everyday thing. In Europe it is the second most common work related medical problem-right after disorders in the skeletal and muscular system. According to the survey, 40 per cent of the European respondents think that the problem of anxiety is not dealt with properly at their workplace.

The Training Round Table Association conducts surveys annually about the trends in the training market.

The survey suggests that although as one of the first reactions to the economic crisis, the companies had cut the resources to be spent on training the employees and the leaders, following the 2012 shift in trend, last year training gained ground again, and spending on training was again higher. A EU resource for the development of human capital has been made available in recent years, and it also contributes to the increase. This resource contributed approximately 10 per cent of the spendings on the training market.

The survey summary suggests that in 2014 mostly production companies, service providers and commercial companies took advantage of trainings. In contrast with previous periods, there were much fewer banks, insurance companies and public service providers were among the customers. In comparison with previous years the number of leadership training programmes had increased, the companies spent more money on organization development, resources for the development of customer service had somewhat decreased.

6 Conclusion / Summary

The available research suggests that despite excellent communication skills, good interpersonal skills, high professional qualification owner the desired success if they poorly tolerate the stress. Today's practice is to stress the problem of the individual, and even take a lot of responsibility on site, saying it is a private matter for everyone. Stress impairs the individual and therefore the efficiency of the organization. More mistakes, misunderstandings, conflicts and even a variety of psychosomatic illnesses can occur. In companies where they recognize that the ability to take a fraction of the voltage of people out of themselves, not only improves the organization and management methods, but consciously deals with stress in the workplace as well.

The findings are shown below:

- Increasing number of domestic firms use an coaching in process of the assist those who. Have not yet applied, it are also planning to introduce. It was confirmed in the primary and secondary tests.
- The HR processes cover an increasing part.
- The performance evaluation, rewards, talent retention, more and more companies recognize it importance.
- The application of the coaching staff turnover decreases.
- Employees are according to useful courses and trainings, but these higher-level white-collar workers are called first and foremost.
- Work-related stress, according to the statistics of time-loss of 50-60% of detected.
- Coaching is one of the most effective means of workplace stress management.
- The primary and secondary research from the analysis carried out clearly confirmed the hypothesis that corporate coaching processes have an impact on economics.

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