

# “Leadership Development through Executive Coaching: Its Impact on Leader’s Psychological States and Leader Behaviour”

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# My Definition of Executive Coaching

- A highly individualised, professional development process which involves...
  - A coach
  - A leader (coachee)
- It aims to bring about sustained behavioural change through focused learning



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# How is our Coaching Conducted?

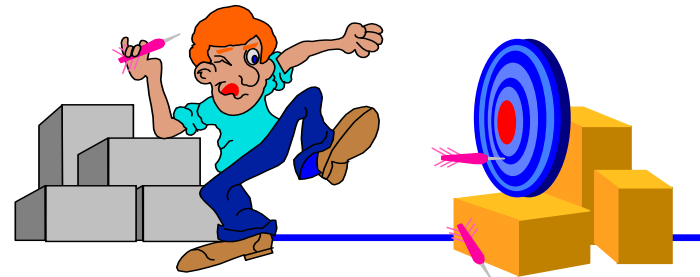
- **Multiple sessions conducted weekly or fortnightly**
- **Sessions conducted face-to-face and via phone**
- **Involves the completion of various tools to analyse behaviour and plan future development**
- **And the development of individually personalised action plans**



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## Executive coaching (EC) is action oriented

- Incorporates elements of goal setting
- Feedback
- Accountability
- Support



- ***The focus is on improving an individual's performance at work through the development of leadership skills***

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# Model of Leadership Behaviour

- Transformational leadership framework (Bass, 1999; Bass and Avolio, 1990; Bycio, Hackett and Allen, 1995; Kelloway and Barling, 2000)

- Characteristics:

- **Transactional leadership** (typical style of l'ship)
- **Inspirational motivation** (leader is inspirational & charismatic which motivates followers)
- **Idealised influence** (leader is a role model)
- **Intellectual stimulation** (leader involves followers, gives them ownership etc)
- **Individualised consideration** (treats each leader as an individual, develops differences)



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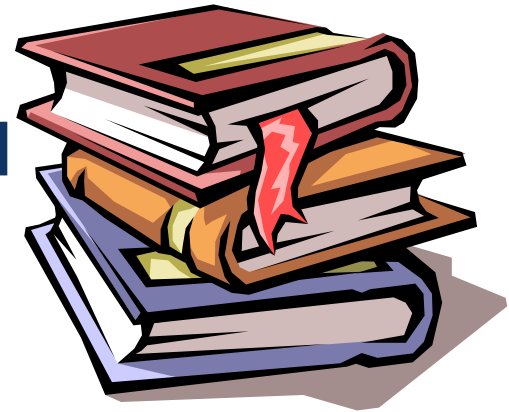
# The Significance...

- Some evidence that executive coaching contributes to changes in leader behaviour
- **HOWEVER** the very limited previous research has suffered limitations
- **ADDITIONALLY** we don't know what outcomes to expect
- **OR** what really makes Executive Coaching work
- **IMPORTANT** as Executive Coaching is widely used in practice
- **FURTHER** has been reported as 2<sup>nd</sup> fastest growth industry



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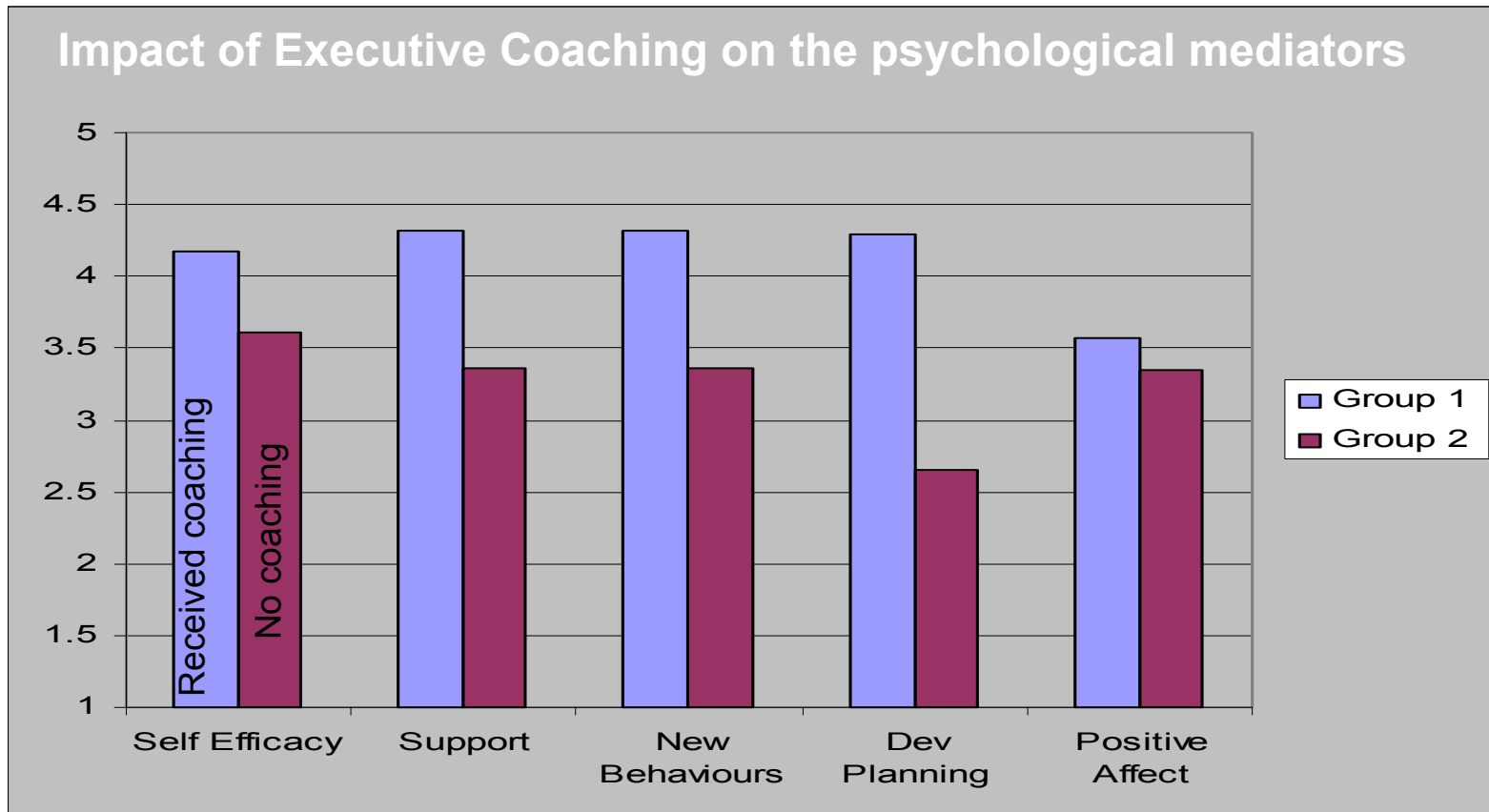
# Hypotheses – Study 1



- H1: Leaders participating in executive coaching will report higher self efficacy, developmental support and positive affect compared to leaders in the control group
- H2: Leaders participating in executive coaching will be more open to trying out new behaviours, and will report improved goal setting behaviour compared to the control group leaders

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# Results – Preliminary Study 1



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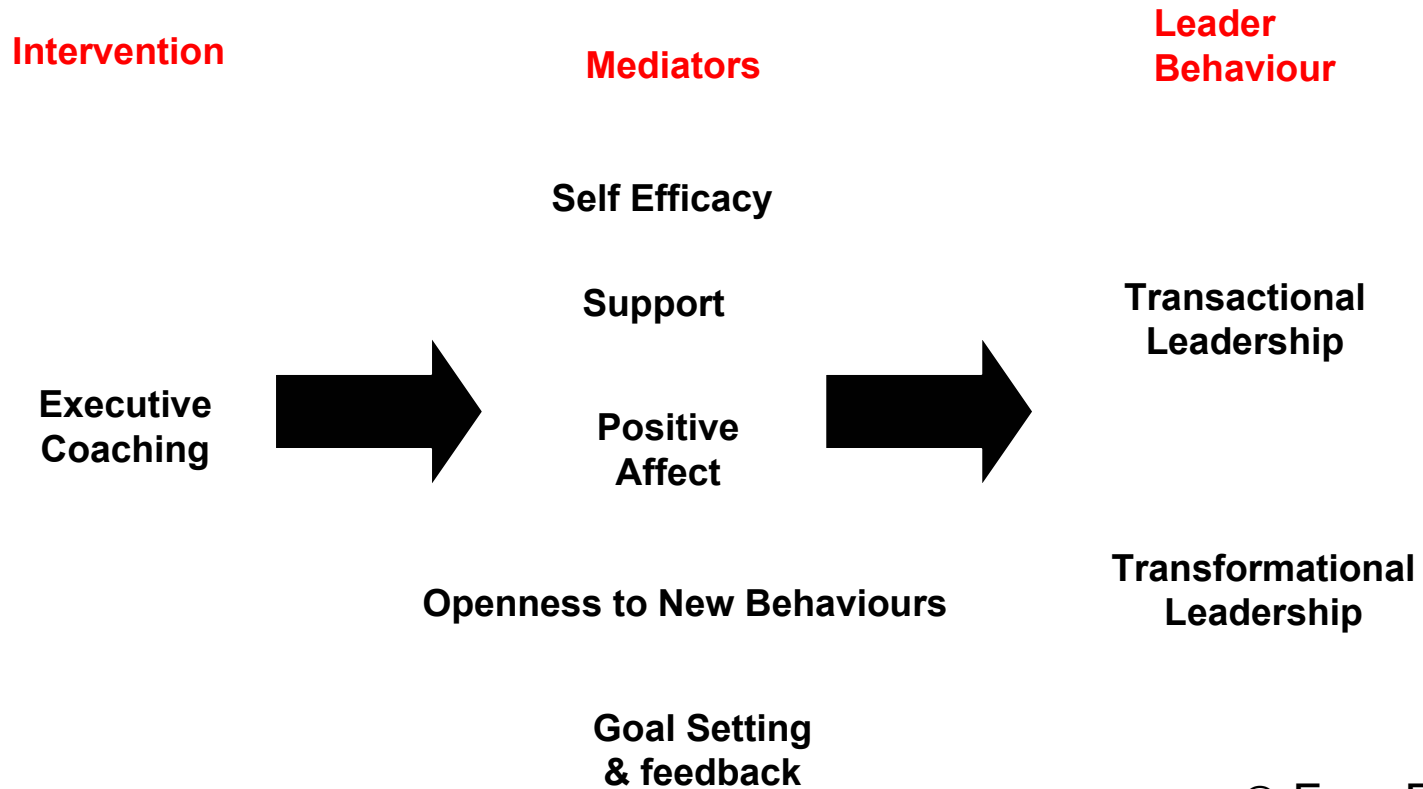
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# The Research Model



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# Theoretical Outcomes

- Adding empirical evidence to the limited research on Executive Coaching
- The longitudinal design and use of multiple methods and measures provides a rigorous test of Executive Coaching and its outcomes
- Identify a range of potential mediator variables to help clarify the processes through which Executive Coaching works



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# Practical Outcomes

- Provide a platform for organisations to make credible decisions regarding the effectiveness of executive coaching - *“Judgments about the practical (e.g. economic) value of EC must await further research” Smither et al. (2003, 44)*
- Provide information to support organisations to implement Executive Coaching
- Enable the design of more effective Executive Coaching programs
- Provide an enhanced understanding of the types of outcomes Executive Coaching should achieve – i.e. what does EC actually do



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