



**Executive coaching and Leadership: The impact executive coaching has on leadership in Telefonica.**

By  
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## **Abstract**

Executive coaching is becoming more and more well-liked as a strategy for talent development as the company environment becomes more complex. In the past, coaching was seen to be a solution for behavioural issues. As more and more organisations become aware of the beneficial effects coaching has on leadership performance, they are beginning to shift their perspectives. Executive coaching is a focused strategy that can greatly impact individual development and business performance. Higher profitability, fewer costs, and improved engagement and productivity are all components of organisational ROI. Coaching also improves alignment with the organisation's vision and values and builds leaders' emotional intelligence, a crucial performance driver. According to estimates, the executive training industry is a multi-billion-dollar business, with some institutions charging up to \$15,000 a day. According to reports, the second fastest expanding industry is executive coaching. More randomised controlled trials are required since, despite these startling figures, still lacking actual studies on executive coaching. . High-quality research is primarily necessary to highlight the advantages of executive coaching and to support the level of commitment required. The impact of executive coaching on leadership at Telefonica will be examined in this dissertation, which will also study the significance of executive coaching for leadership and leadership competence. Overall, this research program has shown that executive mentoring can promote leadership growth. According to the studies, executive coaching improved the psychological states of self-efficacy, developmental support, positive affect, openness to trying new behaviours, and developmental planning. The findings were equally impressive in that they revealed that executive coaching had long-lasting benefits on several psychological states as well as team members' judgments of their leader's leadership style.

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# DECLARATION

Submission of Thesis and Dissertation

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## **CHAPTER 1: INTRODUCTION**

### **1.1. Introduction**

This dissertation pursues to examine how executive coaching affects leadership at Telefonica. The trend in employee development that is rising the fastest is executive coaching, a specialised form of coaching. An executive coach works with a company to identify and create a strategy that aligns with the company's requirements and objectives, its leadership team, and its support employees. There are few areas for executives or senior managers to sit back and consider the variety of difficulties they encounter in the increasingly fast-paced and complex corporate world. When you're in charge of an organisation, it can be difficult to find a coach who can offer a wider perspective, greater perspective, and a level of neutrality. Coaches are viewed as a "voice board" outside of the organisation, and having this choice is advantageous to executives since they provide them with listening ears and a secure environment in which to express their grievances, consider their options, and discuss new courses of action.

Thus, training and development become everlasting when they are based on a solid technological foundation. Decisions regarding what to train must be made because there is a growing need for coaches, which necessitates the need for new coaches to be taught. We should be able to determine the talents that affect the coaching connection through research. Does the issue matter at all? What if it does? Or the coach could simply instruct the client. Is it more crucial for the coach to switch between them rapidly or to maintain consistency in their approach? Finally, and perhaps most significantly, coaching places a moral responsibility on the coach because it involves them in close connections with others. The safety of both the client and the coach must be considered when coaches intervene. The ethical implications of coaching as well as the advantages of supervision or other forms of reflective practice should be taken into account during coach training. To recognise their competency boundaries and manage those constraints in their contracts, coaches need to have proper training. This should involve determining which medical illnesses, such as depression, narcissism, or antisocial personality disorder, are not suitable or beneficial for coaching.



## **1.2. Background of the study**

A well-liked approach to individualised leadership development is executive coaching. It emphasises the leader's needs for professional development as well as the private interaction between the leader and the coach. Although there hasn't been much scientific research into this young discipline, there is a plethora of anecdotal evidence from leaders and coaches that executive coaching works. Given the prevalence of executive coaching in practice, further evidence-based study is urgently required. The three investigations presented in this paper offer both theoretical and practical insights as well as much-needed empirical proof. Executive coaching is becoming more prevalent in the organisation and is already very popular in big businesses. Finding physician leaders who can successfully position their companies for success is critical given the changes in healthcare and the difficulties that lie ahead. Despite being trained to deliver a quality product, leaders must now show important leadership traits like resilience, emotional intelligence, and teamwork to succeed. By focusing on the development of specific leadership abilities required for success, coaches aid in the transition from employee to supervisor (Peterson, 2011).

The ability of managers to effectively guide their organisations and their followers toward common goals in today's business world, when the single rate of change is increasing, is what allows businesses to continue investing in marketing, employee incentive programs, products, etc. Base. Trends are being challenged by the push to produce digital, e-commerce, and deregulation, which is forcing leaders to create new methods of operation. It takes dependable and capable leaders to lead a company and its followers through needs and ambiguity to produce beneficial results. It's critical to realise that leadership is the comprehension of company failure as the result of a leader's incapacity to change with the times. At some point, all organisations experience a time of transformation. The modern leadership challenge in business is therefore complex, potent, and deliberate (Bono et al., 2009). It offers a great opportunity and command for the growth of leaders who can coordinate these issues for this reason. Nearly two decades ago, executive coaching was introduced as a leadership development intervention, and it has since emerged as one of the most popular leadership development techniques in the collaborative sphere. The engagement has been widely established for leadership development because it has long been recognised as an inspiring method of leadership growth. Over the past ten years, it has been the executive development choice with the fastest growth in multinational corporations.

Similar to having a personal trainer, having an executive coach has even become "in" for CEOs. Leadership development can be viewed as a novel strategy that teaches individuals to apply their self-awareness to organisational and social demands in cortege their efforts, develop commitment, interact with others, and advance comprehensive social connections. The corporate sector invests enormous sums of money to connect leaders with coaches who are exactly suited for them. There hasn't been much empirical study, though, on how executive coaching affects leadership. As a result, it continues to be underused in several businesses. Since professional leadership coaching boosts one's action in terms of job routine, as well as coping mechanisms, resilience, and sense of well-being, it can be used as a holistic tool. This is supported by previous research. Coaching assesses results that are skill-based (such as technical abilities, and leadership skills), emotional (such as self-proficiency, and job contentment), cognitive (problem-solving skills), and personal (such as results that are achieved) (e.g., increased productivity levels). Although there is a lot of money spent on developing managers or people for senior leadership positions in the business, expert leadership tutoring is rarely employed as a development means for college scholars irrespective of its deep-rooted advantages.

Can a professional leadership coach improve someone's sense of self by artificially inflating others' self-esteem if they can improve a leader's sense of self? If true, then after engaging in coaching, we should anticipate seeing a decline in humility and an increase in people's standing as leaders. The tendency for emerging leaders to identify themselves as leaders and it's anticipated for people to feel assured and ready to lead, though, if the increase in leadership identity we anticipate seeing among these leaders is more transformative and developmental. Will not necessarily inflate their egos artificially. Furthermore, we might even observe an increase in client humility if, as anticipated, professional leadership coaches also promote self-awareness. Since humility can balance and clarify the nature of any improvements to leader identification that may occur from professional coach involvement, it can be used as a complementary outcome measure for leader identification.

Developing good leaders requires giving people the freedom to create their own leadership identities. An individual's leadership identity and future leader development are shaped by triggering events. Lead failures and demanding leadership jobs can also operate as trigger events,

as can high-impact leader development opportunities like executive coaching. People who are "developmentally ready" for coaching can use the disruption brought on by triggering events to address challenges, issues, or opportunities that may arise in the present or the future. Engagement with a qualified coach, candid feedback, and discussions about one's strengths, struggles, and limitations can all help one become more self-aware. Coaches frequently employ structured tools (such as feedback and development plans) to help their clients gain self-awareness and create action plans that will advance them toward their objectives. Coaches assist their clients with setting objectives, comprehending the significance of those goals in light of their plans, and incorporating input from close friends and family members as well as their own experiences into their current personas. By assisting their clients in living in a way that fosters self-concept clarity, coaches boost their clients' self-development. Self-concept clarity is the extent to which a person has a clear, continuous set of beliefs about who they are and what they value. It is also referred to as being an internal dimension of self-awareness. These ideas frequently become solid and internally consistent once self-concept clarity is attained. People who have a strong sense of who they are can use their experiences to change who they are. Clear-headed leaders can pinpoint a big-picture objective and establish priorities that work toward that objective. Therefore, we propose that professional coaching may improve self-concept clarity in addition to boosting leadership identity. Executive coaching in the modern day must be strategic and individualised. Between the organisation and the individual, a balance must be achieved. Coaches must be adapted to the needs and preferences of each unique person in a way to involve and motivate. The strategy must be organisationally aligned with the organisation's business strategy, vision, and values to provide business results. The secret to obtaining business results is to consider both commercial and personal variables. While executive coaching may have different goals and objectives depending on the client and the organisation, there seem to be some universal components in most situations. The development of self-awareness is one of the primary starting aims in most coaching settings, as was previously indicated. This understanding of personal traits aids in determining how these traits affect leadership conduct. In essence, this is taking a frank look at how personality traits and behaviours affect judgment, interpersonal interactions, planning, and a variety of other executive processes. The initial evaluation offers a strong framework for CEOs' developing self-awareness (Dean & Meyer, 2011).

### 1.3. Research objective and questions

The main focus of this research is:

- To evaluate the efficacy of executive coaching for personality development

A management or executive will work one-on-one with an outside coach as part of executive coaching. Coaching aims to provide clients with the tools and chances they need to grow personally and professionally. The majority of executive coaching aims to change behaviour. From feeling intimidated to feeling challenged, a coach can assist. Coaching can assist you in reaching more informed judgments when it comes to maintaining organisational performance, business continuity, and the safety, well-being, and financial security of your employees. Professional executive coaching enables executives to pinpoint and improve organisational obstacles, such as issues with inclusivity and diversity. A diverse workforce is regarded as crucial when assessing businesses and employment offers by about 76 per cent of both job seekers and workers. The coach-executive working relationship can be divided into four basic stages, which we'll discuss one at a time: awareness, analysis, action, and achievement. Executives could be aware of the expectations placed on them, but they might not know how to best meet them (Katz, 2021). According to Kenneth et al (2009), executive coaching is a multidisciplinary approach, with experts from a wide range of academic fields offering coaching services. The lack of agreement among these contrasting experts regarding whether and how to assess the efficacy of coaching may be to blame for the scarcity of empirical research (De Meuse et al., 2009).

- To assess how executive coaching affects a person's ability to lead

The importance of executive coaching can be a crucial step in overcoming challenges when a firm is going through a period of uncertainty. The business's course is affected by the strategic choices they make throughout times of transition. Leaders have the chance to improve their ability to handle stress and their mental health amid uncertainty by participating in an executive coaching programme. They can increase their efficacy and decision-making as a result (Grant, 2014). Therefore, looking after the impact of the leadership skill due to the executive training is very much important.

### **1.3.1. Research question**

- How beneficial is it to run executive coaching for the promotion of leadership?
- How executive coaching affects a person's ability to lead?
- How does executive coaching enhance personality development?

### **1.4. Problem statement**

The few coordinated assessments in executive coaching that have been conducted so far use a variety of techniques, draw on an opposing hypothetical tendency, and rely primarily on self-report outcome data, making it difficult to simplify conclusions about their usefulness. By studying some of the explicit dynamic mechanisms of executive coaching using a consistent strength-based coaching practice, These crucial difficulties in the study of coaching are what this study aims to address. According to the limited research, coaching applications can help the performance of its employees through management methods of job performance and the organisation as a whole. This information has been published in academic literature. It so appears that little effort is being made to look into how executive coaching affects leadership. In general, the inadequate examination of the efficacy of executive coaching and its effect on leadership has not produced any conclusive proof. No reliable evidence of which coaching approaches are in use or that satisfied broad and acceptable assessment standards had been provided. Several scholars have looked into how executive coaching affects leadership and the company. Data indicating the impact of executive coaching outside the scope of self-report, however, continues to be erratic, and there is still little proof of a significant impact on crucial metrics like leadership effectiveness. I think this because there are a lot of presumptions and individual viewpoints about the area. After all, there isn't any scientific research on its effectiveness and how it affects leadership.

### **1.5. The rationale of the study**

For several important reasons, persons involved in leadership coaching and human resource development should take this study on the effects executive coaching has on leadership seriously. First, the research backs up the notion that interdisciplinary cooperation and joint ventures between academics and practitioners to combine education and human resource development will advance this field. Executive coaching is a relatively recent strategy for improving leadership effectiveness and developing individual performance. As more businesses turn to executive coaching and are

keen to reap its benefits, it is a high-profile position. Few published research that defines the method and the effects executive coaching has on leadership are accessible, even though organisations increasingly use executive coaching to train their leaders. This study makes a main influence on the profession and the field of human resource development by exploring and articulating the effect executive coaching has on management from the leaders' or executives' point of view. A leader's knowledge and perceptions of the executive coaching process are used to provide information regarding the effect executive coaching had on that leader's specific performance.

### **1.6. Significance of the study**

A wide spectrum of studies is necessary for executive coaching to develop into a legitimate profession. Executive coaching is more often used in businesses than process research. As a result, the study was done to examine the problems with executive coaching's effectiveness. What are the success criteria that are essential to a leader's involvement, how does it operate, and what metrics are used to quantify an executive coach's efficacy? How the process is applied by businesses, and how executive coaching interacts with other methods of leadership development, various structural strengths, and creative thinking. This analysis of the impact of executive coaching on leadership provides new information and insight about the growth as executive coaches convey new knowledge to coaching professionals while also making contributions to the field of social means progress. This study on how executive coaching affects leadership enables leaders and executive coaches to assess the efficacy or lack thereof of the coaching process. This research aids in determining whether the objectives established for the leadership and organisational coaching processes are being met. Additionally, it instructs the professional executive coach on how to support leadership and how not to support leadership. Because it offers concise information executive coaches can use to hone their particular coaching techniques, this information is crucial to their professional development.

### **1.7 Structure**

The dissertation will be organised generally as follows:

**Chapter 1:** The dissertation and the primary study areas were introduced in this chapter. It will also describe the dissertation's overall framework.

**Chapter 2:** In this chapter, academic research about the influence executive coaching has on leadership will be reviewed. It looks at the idea of executive coaching, the impact it has on leadership skills and the efficiency of executive coaching in developing personalities. To understand how and why executive coaching is a realistic routine enhancement strategy, research studies on the subject are analysed. Research gaps are also acknowledged.

**Chapter 3:** The research methodology and procedure for gathering, presenting, and analysing data pertinent to the particular study questions arising from the critical examination of the literature will be described in this chapter. The methodology will explain why a focus on primary data collecting for qualitative research is important. Additionally, it will justify and elucidate the study techniques selected for data analysis and data display. Finally, ethical issues will be discussed.

**Chapter 4:** The data from the main research will be presented and analysed in Chapter 4, after which the data will be interpreted to produce the findings. Before analysing these findings in the context of the dissertation's literature review, it will summarise and weigh the findings of the main research. The viewpoints and themes in the literature review will be examined and compared to the results of the primary study to build on the findings of the primary research. This chapter's main goal is to combine primary research with results from previous studies to better understand the connection between executive coaching and leadership.

**Chapter 5** – This chapter will offer recommendations based on research findings and analysis to help readers comprehend how executive coaching affects leadership at Telefonica.

## **CHAPTER 2: LITERATURE REVIEW**

### **2.1. Introduction**

This chapter offers a thorough overview of the subject of the research and articles you've already read. This section provides a fact-based instant of the topic to help future studies identify the gaps in the body of knowledge. Examining the study's methodology is the aim of the literature review. A systematic analysis of the literature on a particular topic is known as a literature review. The critical components of the executive coaching concept are revealed by the literature review. It is essential to consult the literature while undertaking any kind of systematic review or research since it offers information that is backed up by proof. Readers will gain an understanding of the subject's historical evolution and current practices from the review of the literature. An overview of the main ideas and the foundations of the study are given in the literature review.

### **2.2. Literature review**

A novel approach to leadership development, executive coaching is quickly gaining acceptance in businesses. This chapter presents a review of leadership development research before examining executive coaching as a leadership development technique. Utrilla et.al, (2015) examined how coaching affects both employee development and corporate performance. The growth of coaching in businesses is a reflection of its potential value as a tool for enhancing both the development of human capital and the business itself. Because research on the impacts of coaching lags behind the practice, it is necessary to develop a theoretical framework that can explain both how the coaching process functions and its outcomes. By studying 498 Spanish organisations, they found that coaching affects both individual performance and organisational performance metrics. Furthermore, the resource-based approach and social exchange theory are found to be suitable frameworks for examining the effects of coaching. Further, coaching aids businesses in enhancing their standing in the marketplace up surging advantages while cutting costs (Núñez-Cacho et al., 2015). Grover & Furnham (2016) in their systematic review evaluated the present empirical evidence to determine the effectiveness of coaching and the mechanisms underpinning it. They demonstrated that coaching is a useful tool for organisations which might be affected by several underlying factors. However, there are gaps and room for additional research in some important areas of academic studies, and they mention a number of these areas. The application of coaching is associated with the improvement of several individualised outcome indicators, such as welfare,



quality of work life, and goal attainment. But organisational level results have received less priority in their research (Grover & Furnham, 2016). Athanasopoulou et.al, conducted the largest systematic review of executive coaching outcome studies to concentrate on the practice of personal and professional growth and executive coaching. They looked at the evidence regarding executive coaching outcomes and used this assessment to criticise what the executive coaching outcomes are and how powerful they are, and How the social environment in which it occurs affects this journey. Instead of advocating executive coaching as an individual intervention, they implied it to be used as a social intervention in which the organisation, the coach, and the coachee come together to produce deeper perspectives that are inculcated in and influenced by the social framework in which the intervention can be applied (Athanasopoulou & Dopson, 2018).

The current status of coaching research was outlined by Passmore and Fillery-Travise (2011) to provide a framework for future research and ensure that it advances knowledge rather than merely restating existing findings. The following categories were used in this study to group the research: studies on the nature of mentorship, client behaviour, coach behaviour patterns, and interaction experiments (Passmore & Fillery-travis, 2011). To better understand how executive coaching and supervisory coaching behaviours are related, Baron (2010) looked at these associations. The study described in the paper examined the effects of a leadership development program in combination with accomplishment erudition sets, classroom lectures, and managerial tutoring. The number of coaching sessions including utilitarian appraisal, organisational commitment, and workplace culture support has a strong and favourable correlation with post-training self-efficacy when other training methods and pre-training self-efficacy are taken into account (Baron & Morin, 2010). From the views of six corporate leaders, MacIntyre (2020) conducted research to ascertain executive coaching influences. The study's objective was to examine and analyse the effects of executive coaching on a group of corporate executives at a sizable, multinational telecommunications company. This study significantly contributes to the field of human resource development and the executive coaching profession by broadening the body of research in two directions and describing and analyzing the effects of executive coaching on the executive leader from the executive's perspective (The Mindful Attention Awareness Scale, 2005).

Rekalde et.al, (2018) compared pre-established training and development techniques to analyse the results of implementing executive coaching (EC) as an approach for management competency development and training. They indicated that using EC for management training and development is a good strategy which was proven to be long-lasting, observable and effective compared to other strategies. Furthermore, it has also been demonstrated to have both benefits and drawbacks in terms of affecting durable and observable changes in managerial behaviour, making it more effective than the other strategies examined in this regard. The primary distinctions between them are how much emphasis is placed on learning declarative or behavioural information and how much attention is paid to the unique requirements of each executive or organisation (Rekalde et al., 2017). Haan et.al, (2012) used research-based information for arguing for a new method involving client-coach pairings to examine the results of executive coaching. They determined the significance of discovering the active components for predicting executive coaching efficacy and also ascertaining the variances in these active components' ability to predict coaching success. The working alliance the relationship between the trainer and the customer, the customer's personality, and the "personality match" with the coach were some of the active elements that were studied in the outcome study. According to the findings, clients' evaluations of the collaborative relationship, client efficacy, and the coach's toolkit of strategies were all strongly correlated with the coaching outcome. Since it moderated the effects of self-efficacy and a range of tactics on coaching outcomes, the client-coach relationship may be the most significant element impacting how clients perceive the outcomes of coaching (Haan et al., 2013). Albizu et.al, (2019) examined the relationship between the primary explanatory elements for executive coaching efficacy and the many possible consequences. The first three stages of Kirkpatrick's evaluation model used in this study will put executive coaching to the test scientifically. The resulting model highlighted the importance of the coach in affecting coachee satisfaction, as opposed to the coachee and the procedure, who both had less of an impact. Additionally, it showed how the coach influences the coachee's ability for learning. The results add to Kirkpatrick's argument that learning, behavioral change, and satisfaction are all positively connected. The formation of a final focus group of human resources managers, coachees, and coaches improved the discussion and interpretation of the results (Albizu et al., 2019).

Verlander (2008) highlighted executive coaching as a practical, successful strategy for enhancing senior executives' competencies. He presented an executive coaching working theory to clarify how diagnostic techniques, intellectual challenge, and conversation are used in a psychological process called "perspective transformation" that, over time, can cause a helpful reorientation in an executive's personally held assumptions, role requirements, and behavioural habits. Along with the main hazards and advantages of executive coaching, the sources of coaching specialists and their necessary skills were discussed. He concluded that in many businesses, executive coaching is a valuable method to 1) incite change; 2) find and cultivate talented leaders for rapidly expanding global operations; 3) quicken learning and development on the personal and professional levels, and 4) fine-tune the performance management procedure.

Villiers (2012) examined scholarly work with an emphasis on information and knowledge flow, control, and strategy development to provide an integrated framework for understanding executive growth through coaching. According to this study, coaching can be a useful technique for developing leaders and can benefit both the individual and the company. The results also support what practitioners have observed, which is that coaching helps people learn and grow. The literature unequivocally supported the idea that well-conceived and carried out coaching programs can assist executive development and talent retention (De Villiers, 2012).

DiGirolamo (2015) in his white paper series illustrated that coaching promotes leaders' professional development and aids in the formation of a strong team, from executives to first-line managers and team leaders. He stated that executive coaching is popular among human resource professionals and clients. Numerous studies have demonstrated that coaching improves decision-making abilities, interpersonal effectiveness, and confidence. Coaching has a demonstrated track record of success however, he demonstrated that careful succession planning is required due to the ageing workforce, and coaching is frequently a strategic component of this endeavour. He recommended that the durability and ongoing value of the program will be guaranteed by integrating coaching into the culture of the organisation (Eastman, 2018).

Bozer and Jones (2018) conducted a comprehensive, systematic evaluation of the literature on workplace coaching that includes both quantitative and qualitative research. By studying 117 empirical papers, they focused on seven potential areas for workplace coaching literature: a) Self-efficacy, b) coaching motivation, c) goal orientation, d) trust, e) interpersonal attractiveness, f) feedback intervention, and g) supervisory support. They helped us develop the novel viewpoints we present in our synthesis of this literature and the methodical integration of tried-and-true

theoretical concepts into the context of professional coaching. The study also detailed recommendations for future studies based on our review, including suggested research approaches, which we believe will considerably advance workplace coaching theory and practice (Bozer & Jones, 2018).

Based on the completed and published study, Boysen et al. (2018) compared how executive and leadership coaching affected organisational results. Along with an explanation of coaching, they also presented a case study that examined the efficacy of executive and leadership coaching. The survey methodology employed in this case study was initially created for a consumer satisfaction survey rather than an academic research design. However, the outcomes could provide perspectives on the value, ROI, and impact of executive and leadership coaching. They concluded that when coaching outcomes are closely connected with both the purpose of the coaching intervention and the aims and values of the business, they serve as indications of coaching effectiveness (Boysen et al., 2018). Executive coaching, according to Dingman (2006), is the partnership and exchanges between the executive and the coach in which the executive sets the agenda under the coach's direction. The coach's main goals, however, are consistently to pose the right questions to foster self-awareness in particular areas, not to sway the responses or provide advice. He claimed that in a society where work takes precedence and where remaining "connected" to one's job at all times is made possible by technology, loneliness prevails at the top management level within corporations. The absence of communication and dialogue is generally seen as a wasteful method for organisational performance and goals. Executive coaching can help close the gap that is growing in corporate settings all over the world by addressing the need to re-connect with the human side of leading, assess one's behavioural patterns, perceptions, and judgements, and make objectives to bring about positive change in compassionate and loving surroundings lives one at a time (Dingman, 2006). Rosha (2014) through the article based on the PRISMA declaration, described the data collecting techniques, questionnaire design, testing, and sampling methodologies for the study to evaluate the relative relevance of the factors that encourage coaching in organisations. An exhaustive list of conditions includes external indirect conditions, external direct conditions, structural properties at the institutional level, internal factors at the group level, and internal factors at the individual (client's) level. A brief study of the literature highlighted that the coaching landscape today is still challenging to define the scope and goal of

coaching intervention. The main themes of this academic paper were team mentoring, which works with a team as a whole to improve group performance, R&D coaching, which endorses the adoption and implementation of innovative products, and executive coaching, which aims to enhance self-awareness and learning to help executives succeed both personally and professionally (Rosha, 2014). Rosha & Lace (2016) examined the application of coaching in the context of organisational change while taking into account unusual problems related to its use in Latvia and Lithuania. Their research of the content and comparison of the data revealed that coaching is defined as a consistent, synergistically, the goal-oriented process of learning and improvement. One of coaching's main goals is to facilitate and people who make decisions are more likely to benefit from coaching. The two main anticipated coaching outcomes are believed to be achieved results and personal growth. However, they also identified potential risks and difficulties, including stereotypes and misperceptions, the absence of a systematic method for conducting coaching interactions, and its conformity to organisational transformation expectations. Thus, coaching is not uniform and challenging (Rosha & Lace, 2016).

An empirical study conducted by Gray & Goregaokar used a mixed methods strategy to evaluate the outcomes of a three-year initiative that offered up to 10 hours of individualised, one-on-one executive coaching to small-and medium-sized business managers in the county of Surrey, United Kingdom. The study attempted to better understand the variables that affect coachees' choice of coach (the matching process), how they view the coaching "journey," and the types of personal and organisational advantages that result from the coaching. They concluded that numerous coachees indicated in the research that they would be open to extending their coaching relationship. However, there were many caveats in this answer, especially concerning worth (The Mindful Attention Awareness Scale, 2005). To evaluate the impacts on the success of executive coaching Jones et.al, (2014), examined whether there is a connection between coachee assessments of executive coaching performance and the Five-Factor Model of Personality. They found that extraversion and perceived coaching effectiveness had a strong positive link. These findings have concerns in businesses for determining the suitability of the staff members and the effectiveness of initiatives when applied to yield satisfactory returns. The effectiveness of executive coaching was found to be positively correlated with agreeableness, emotional stability, and experience-openness. Effectiveness and conscientiousness of executive coaching were found to be negatively

correlated. By focusing on fundamental characteristics of individual differences, their study also contributed to the growing body of work on the antecedents of coaching efficacy (Jones et al., 2014). Grant et al. (2009) employed a cognitive-behavioural solution-focused approach as a coaching intervention in a controlled study that was random. They found that coaching improved goal accomplishment, boosted resistance and workplace satisfaction, decreased stress and depression, and improved goal attainment when compared to controls. Their qualitative responses showed that participants believed coaching helped them deal with organisational change, strengthen management abilities, and increase self-confidence and personal understanding. According to research, evidence-based executive coaching can help employees deal with the problems and uncertainty that come with organisational transformation by using applied positive psychology. The current study's findings go further and offer evidence that brief coaching interventions may be successful (Grant et al., 2009). In their meta-analysis, Wang et al. (2021) considered coaching techniques for work-based management that were psychologically informed. To analyze a variety of workplace outcomes, including learning, performance, and psychological well-being, this study synthesized past empirical coaching research findings on cognitive behavioural and positive psychology frameworks. The findings, particularly in terms of goal accomplishment and self-efficacy, encourage the adoption of coaching techniques that are psychologically informed. Additionally, these discovered coaching frameworks had more of an effect on coachees' objectives, and work performance as judged by others than on their self-reported performance. A cognitive behavioural coaching method also helped people become more self-aware and self-regulatory, which increased job satisfaction and enabled long-lasting changes. To address the full spectrum of coachees' beliefs, motivators, and organizational resources for obtaining positive outcomes, they concluded that effective coaching activities should combine cognitive coping, positive personality traits, and contextual aspects (Wang et al., 2022).

To fill a vacuum, Finn et al. (2007) looked into how executive coaching affected leaders' psychological states and their use of transformational leadership. Self-efficacy, developmental support, positive results, openness to trying new things, future development planning, and inspiring motivation were some of the variables they examined. Then, they compared the effects of executive coaching on these variables. The study concluded that executive coaching, which included feedback, affected the leaders' behaviour in terms of transformational leadership and the

team members observed such a change as they work most closely with the leaders. The team members will most likely gain from these changes in their leaders because transformational leadership has been linked to good performance and other advantageous organisational outcomes, according to earlier studies (Finn et al., 2007). McGovern et.al, (2001) stated that executive coaching appeared as a leadership development practice more than ten years ago. A strong proof of the usefulness of executive coaching was obtained by this study. They asked participants and their stakeholders to identify the top two areas for development: a) Developing leadership abilities and b) Improving management abilities. Effectiveness was proven at each of the five levels of assessment. This study also provided a plethora of knowledge regarding elements that enhanced (or diminished) coaching efficacy. The authors postulate that this is because there is a little actual study on its efficacy, leaving the field susceptible to conjecture and personal opinion (McGovern et al., 2001). According to Kombarakaran et al (2008)'s empirical study, executive coaching works well for developing leaders. The findings showed that executive transformation happened in 5 areas: a) relationship building with bosses, b) targeting and ranking, c) rendezvous, d) efficiency and e) communication and dialogue. This study also emphasised the significance of choosing the right coach, the dedication of executives to behavioural change, and the meaning of major areas of strength for the and natural help. The adequacy of the training program likewise raised the chance that spending money on carefully thought out and implemented programs can help with talent retention and leadership development (Kombarakaran et al., 2008). Through the mediating function of affective commitment, Ribeiro et.al, (2018) aimed to provide a more thorough understanding of what supervisors' instructing abilities can mean for individual execution. They directed an internet-based overview with labourers of different firms to assess their supervisors' instructing abilities and demonstrate their presentation and emotional obligation to the association. The outcomes showed a great relationship between supervisors' abilities to train and both individual execution and emotional responsibility, with the last option filling in as a middle person between the initial two factors. In this way, associations can work on supervisors' utilisation of training procedures in their administration styles, which will support representatives' emotional responsibility and individual execution (Groot, 2018).

### **2.2.1. Executive Coaching**

There are significant information asymmetries between suppliers and demanders in the opaque market for managerial training. Therefore, it is challenging for businesses to evaluate the effectiveness of various training methods and suppliers. Despite the need to apply them and the widespread appeal of the various strategies for developing executive abilities, little study has been done on their application and efficacy. This lack of contentment with the tools used for the board preparation and improvement in associations likewise appears to represent the continuous appearance of new leaders preparing patterns and practices. Leader training (EC), which gives an engaging option in contrast to customary chief preparation procedures, is one of the main practices to have arisen as of late.

According to Camillo Pandolf (2020), executive coaching is another intervention in which a professional external coach helps an executive achieve specified growth goals within an organisational environment. Leadership coaching can support influential in more systematically assessing their zones of feebleness and in advance a more comprehensive comprehension of their strengths and how to best utilise them. People in leadership roles can learn how to empower their employees and themselves by working with an executive coach. As a result, team members are more likely to take advantage of possibilities for collaboration. Leaders don't just happen. Instead, they are always interacting and having an impact on others. Our research and other data show that these regular interactions with managers have the most effects on direct reports' feelings of inclusion and belonging, job satisfaction, and empowerment. Leaders who are unable to control their emotions hurt both their judgment and the situations and experiences of others. Leaders who receive effective coaching can better control their emotional reactions. They give themselves a chance to calm down and re-engage in more fruitful dialogues by figuring out how to back off. To lessen the impact on leaders and their teams, learning to self-regulate may involve recognising trends and potential triggers. Even acknowledging one's feelings can improve one's ability to control their reactions to diverse circumstances (Pandolfi, 2020).

Phyllis L. MacIntyre et al (2019) claim that the effectiveness of a succession pipeline of leaders was a key differentiator of the company's future growth and that EC is a component of a talent management approach. In this organisational setting, human resource specialists and executives



worked together to develop initiatives for managers at all levels. The three primary stages of leadership development—readiness, willingness, and leadership—are used to support executive coaching as a significant method of addressing the power and political action that occurs in building leadership and talent development programs. Executive coaching evolves as a crucial component of leadership and talent development, equipping aspiring leaders with the drive, resources, and instruments they need to be successful. Compared to standard classroom training, executive coaching produces a stronger understanding of business problems and the need for behavioural change. Executive coaching helps more resilient leaders develop the capacity to alter behaviour by having them reflect on existing behaviours, practice new behaviours, and think contextually while considering broader possibilities and consequences for organisational development (Macintyre, 2020).

Since Telefónica is a market-leading integrated operator in the telecommunications industry and has operations in Europe and Latin America, it offers communication, information, and entertainment solutions. The Executive Coaching package will make use of the MBTI® and FIRO-B® assessments, the ASK 360° feedback tool, as well as special follow-through technologies to assist coaches in incorporating new behaviours into their day-to-day work. In management and leadership positions, executive leadership integrates various coaching techniques. The main distinction between coaching leaders and professional and certified coaches is that coaching leaders must also be managers and leaders in addition to doing coaching in enterprises. Due to the need to unlock employees' untapped potential and increase their accountability, Telefonica should adopt the executive leadership model. To put it another way, in these circumstances, management is built on productive discussion, prioritises employee development, and contrasts authoritarian leadership approaches, all of which raise the possibility of organisational success.

### **2.2.2. Executive coaching's effect on leadership abilities**

Frank Ball et al. (2008) assert that coaching fosters stronger leaders through self-awareness and long-lasting behavioural modification. A series of one-on-one focused coaching discussions enable the leader to receive feedback, evaluate his or her behaviour, and put new actions and behaviours into practice about growth objectives. Coaching is a customised learning process. Leaders can identify desired business outcomes and obstacles to reaching them with the aid of

executive coaching. Coaching aids in the development of strategies for leaders to attain specified business results in addition to emphasising improving leader learning (Phillips & Ball, 2008). Executive leadership coaching encourages a tight relationship between executives and skilled coaches that promotes achievement on both a professional and personal level. The coaching approach is client-centred, collaborative, personalised, and dynamic. Coaches assist executives in strengthening their decision-making abilities, developing performance-enhancing techniques, developing leadership skills, creating career plans, listing personal convictions, identifying short- and long-term career goals, and developing self-confidence. To manage professional crises, evaluate entrepreneurial prospects, and create strategic plans to boost corporate and organisational effect, managers turn to coaches for assistance and direction. Some executive coaches also provide useful career assistance. They can offer advice on pay negotiations, share networking possibilities, help with interview preparation, and support executives in their job hunts.

Communication is one of the primary topics on which coaching focuses. Effective communication between a leader's followers and the other team members is essential. Your capacity to provide and receive feedback, manage conflict, reach consensus and other skills can all be improved with executive coaching. You can improve your leadership abilities through coaching, which can also help you set clear standards, support others when they need it, and ultimately foster a culture where employees feel valued and respected. An executive coach may assist in developing a company culture based on values such as respect, integrity, responsibility, and more, claim Prem Knowles et al in 2020. The development of managers and leaders who mould these principles so they are evident throughout the organisation can also be aided by executive coaching. Individual leaders improve their emotional intelligence, listening abilities, and empathy for others through executive coaching. As leaders become more conscious of their behaviour and how it influences the personal and professional development of others, the business culture improves. This enables the growth of a supportive, effective, and values-based workplace culture (Knowles & Pabi, 2021).

Executive coaching helps leaders build the character traits that are necessary for them to function effectively. Leadership is influence conveyed by service, not position or power. Coaches assist people in becoming more effective leaders and bringing about long-lasting change within their organisations by emphasising both professional and personal development. In actuality, there is a

wide range of advantages to executive coaching. The most significant ones, though, include enhanced decision-making ability, creativity, innovation, capacity for strategic planning, awareness of market developments, and more. Coaching sessions essentially give people the skills they need to realise their full leadership potential in organisations. Leadership coaches assist leaders in acquiring the abilities necessary to carry out their vision. This is a thorough structure that covers all levels of leadership inside the company, not just the executive team. The objective is to transform character, enabling leaders to change their reach and emotional intelligence through a mix of technical skills, business capabilities, and decision-making power and authority by a business model or management grid. In general, coaches can assist CEOs in improving their communication, problem-solving, and decision-making skills. They can also help leaders create relationships with their people, manage stress and anxiety, and stay motivated. Businesses can increase their bottom line and foster a happier work environment for their workers by employing executive coaching as a growth strategy.

Executive coaches frequently work with individual executives to motivate, inspire, sharpen their focus, and uphold a commitment, according to Danilo Garcia et al. (2015). Individual executive coaching may be the secret to success, but it's not the only strategy for growing the company's executives and leaders. Telefonica should also experiment with executive team coaching and coaching. A team's performance as a whole is improved with the aid of team coaches. Team coaching, albeit often given by a team "leader," tries to identify important values and expectations, reach consensus on shared goals and objectives, and assist in enhancing communication and reducing dissonance and conflict among team members. Throughout both domestic and foreign divisions, new executive teams will be formed. Telefonica should offer executives extra support to help them settle into their new positions and form a productive team so they can work together effectively and immediately establish a foundation of trust. Employing an executive team coach is one approach. Telefonica may assist executives in creating productive teams (Rapp Ricciardi et al., 2015).

Executive team coaching is different from executive coaching in a team environment in that the coaching client is the team as a whole instead of each executive individually. In an executive team coaching session, the team conducts its regular business—typically a business meeting—while receiving coaching on how to improve its collective process. Instead of concentrating on the

personal development of each executive or just on strengthening relationships, the team coaching approach focuses on enhancing the operational interface between team members as they work toward their goals. According to their strengths and the needs of the team, every one of them should participate. The same is true for team coaches; they should focus more on improving their organisation than on creating the ideal team. Additionally, the executive team will collaborate more effectively, execute strategies with greater alignment, deliver better products or services to clients, and ultimately generate more revenue for the team and the organisation. Although mentoring and coaching are distinct from one another, both emphasise the sharing of knowledge and the development of interpersonal relationships. Long-term relationships frequently involve more seasoned individuals supporting new hires while also imparting to them their knowledge and understanding of the firm. Telefonica can use mentoring to give new team members the corporate expertise they need to thrive in a global setting when there is an international transition.

### **2.2.3. Effectiveness of executive coaching in personality growth**

Acquiring and maintaining self-awareness, setting new, diverse goals, and improving your leadership abilities all feel like unattainable aspirations. However, when you have professionals focusing on your specific weak points and highlighting your strengths, you don't have to settle for battling your unknown future and stifling career advancement. You may blossom and advance to the next stage of your career sooner than you anticipated with the help of executive coaching. Together with a group of qualified experts, you will be studying on your own through a series of one-on-one sessions and targeted learning. This requires a whole different perspective, especially when you realise that most of your private and personal inclinations determine the impulsive decisions and ingrained business commands that either propel or demolish the environment around you. The opportunity for creative innovation is concentrated, like steam in a pressure cooker; it is continuously changing and itching to be released, but only to those who know how to focus and control their energy. You can only push for success and change after that.

## **CHAPTER 3: RESEARCH METHODOLOGY**

### **3.1. Introduction**

For conducting this research different forms of research techniques are used. Both primary and secondary form of research technique is used for the collection of data based upon the qualities of the personality behaviour that a leader possess. Before executing any of the research technique brief summarisation of the content is made by doing an exclusive search on the topic. the literature based on executive coaching is exclusively identified and studied. For obtaining the primary data, the real scenario is assessed meaning that those areas where the executive practice is being followed are thoroughly analysed. The employee or the student involved there are interviewed for collecting the data related to the practices that they have been following and about their improvement in personality traits and leadership skills. Similarly, many research papers are studied for formulating a summary of the data about the findings related to executive coaching. Different literature from the past five years is analysed and its results along with the positive and negative aspects are made considered. Collecting both forms of data are equally important to manage the finding and interpret the data findings. A cross-sectional study design is employed to carry out field-based research as it aids in determining the prevalence of the existing practice among employers. The methodology chapter should sustain the design choices by proving that the methods and techniques employed are the best ones for attaining the objectives of the study and will produce reliable and accurate results. In contrast to a weak methodology, a good research process results in conclusions that are supported by science.

### **3.2. Research philosophy**

An examination reasoning is a perspective on the techniques that ought to be used to gather, break down, and apply information regarding a subject. Positivists fight that the truth is constant and can be seen and depicted impartially, that is to say, without impacting the peculiarities being scrutinized. As per interpretivism, reality must be completely gotten a handle on by the emotional understanding of and mediation in it. The interpretive reasoning accentuates the significance of concentrating on peculiarities in their normal settings and the way that researchers can't try to affect the peculiarities they research (Saunders et al., 2009). This study applies positivism as based on the recently seen and elucidated real factors and their linkages, expectations can be made.

"Positivism has an extensive and celebrated history. It is so imbued in our way of life that information guarantees that are not upheld by positivist hypotheses are essentially dismissed as informal and in this manner false. "They contend that perceptions ought to be repeatable and that peculiarities ought to be isolated. To track down designs and layout associations between a portion of the parts of the social climate, this much of the time involves controlling reality with varieties in only one free factor.

### **3.3. Research design**

The examination configuration alludes to the structure of the methodologies and cycles a scientist decides to use to lead a review. The plan makes it workable for analysts to focus on making point-fitting examination strategies and effectively set up their investigations. An examination configuration is the According to interpretivism, reality must be completely gotten a handle on by the emotional understanding of and mediation in it. The interpretive reasoning is reliant upon concentrating on occasions in their regular settings and tolerating that researchers can't try to impact the peculiarities they examine. the deliberate portrayal of methods and steps for a get-together of the information expected to form answers for difficulties. This study's examination configuration is expressive. A populace's or alternately peculiarity's qualities are portrayed through spellbinding exploration. To achieve various goals, this research project uses surveys and fact-finding inquiries. Descriptive research involves the collecting of quantitative and systematic data that can be used for the statistical analysis of the research problem, which is why this research style was chosen. Since descriptive research entails thoroughly analyzing each variable before reaching conclusions, it can be an effective method for determining whether an existent condition is valid. Information can be assembled from a generally huge example size rapidly and moderately because overviews are regularly utilized in the unmistakable examination strategy.

### **3.4. Research method:**

To choose the right model to use for a study, a researcher needs to have a thorough understanding of the various research design types (Rahi, 2017). Your analysis' design can be roughly divided between quantitative and qualitative approaches, just like the research itself. Qualitative research creates connections between obtained facts and observations based on quantitative calculations. Statistics can confirm or disprove theories about a natural event. To determine "why" a given

notion exists and "what" respondents have to say about it, researchers rely on qualitative research approaches (Aspers & Corte, 2019). Quantitative research is used in situations where it is critical to draw statistical inferences to gather useful information (Ahmad et al., 2019). Making critical business decisions requires a clearer perspective, which data provide. Quantitative research methods must be used for any firm to grow. Making decisions on the future of the company is proven to be very successful when using insights derived from sophisticated numerical data and analysis (Thakur, 2021). Quantitative and qualitative research methods will still be valuable and significant, therefore mixed methodologies research methods are an addition to these approaches rather than a replacement. In this proposal, the mixed method is used. This approach was chosen to balance the advantages and disadvantages of quantitative and qualitative research approaches. The benefits and drawbacks of various research approaches are, of course, relative and depend on the situation and how eagerly researchers want to confront the issue under study. We can test and foster speculations by having the option to make research concentrates on incorporating information on a social event or information investigation strategies from the quantitative and subjective exploration draws near. Our ability to make a solitary examination concentrate on that gives replies to both the mind-boggling nature of peculiarities according to the members' perspective and the connection between quantifiable factors is made conceivable by the blended techniques way to deal with research (Grover, 2015).

### **3.5. Research Ethics**

Protecting the academic integrity of the participants and adhering to ethical norms and standards are two of the many ethical challenges that researchers frequently encounter while conducting research studies and collecting data. As a result, the survey's participants would be told about the disclaimer, the necessity of the research study and survey-taking, as well as the security of their identity and the data they provide to the survey. To prevent any ethical wrongdoing, the survey respondents will be well-informed about the context of the research study. To lower risk factors and better retain the focus on research values, it would also be vital to increase transparency and monitoring. The goals of the study are typically to comprehend real-world occurrences, investigate effective medicines, examine habits, and improve lives in different ways. Both the topic of your research and the methods you use have significant ethical implications.

### **3.6. Population**

A research population is typically a sizable group of people who form the core of a scientific inquiry. The centre gathering that will acquire from the exploration is the populace. Populaces are utilized when your exploration question requires or gives you admittance to information from each individual in the populace. The expression "target populace" alludes to the WHOLE gathering or things that analysts are keen on extrapolating the discoveries from. The hypothetical populace, which is one more name for the objective populace, much of the time has different qualities. The examination populace to whom the specialists can apply their discoveries is known as the available populace. The review populace is one more name for this gathering, which is a subset of the objective populace. Scientists take tests from the effectively open populace (Thacker, 2020). Only when the population is small, approachable, and cooperative can data collecting from a huge population be deemed simple. The complete population of employees and students taking the coaching in Telefonica makes up the population of this dissertation. While only a few of them are selected for the study purpose. This is due to time and cost constraints, large data processing can be tougher. So accessible population is selected based on certain grounds as the size of the study. In telephonic, many employees gained executive coaching, out of them only 20 people are selected. The rationale behind picking this choice is the need for a small research population, which is influenced by resource limitations including time, space, and money. It is required to use an accessible population as a subset of the target group when it is impractical to hire every individual in the target market.

### **3.7. Sampling**

The sample, or limited portion of a statistical population, is examined to learn more about the population as a whole. A subset of people imparts characteristics to a more extensive populace. In factual testing, tests are used when populace sizes are excessively immense for every single likely member or perception to be remembered for the test. In bigger and more scattered gatherings, it is generally troublesome or difficult to acquire information from each person. For example, the US central government endeavours to include each living in the country once like clockwork utilizing the US Census. To disperse funding across the country, this information is used. However, historically, it has been challenging to reach out to, locate, and promote involvement from low-income and underrepresented communities. Due to non-reactions, the populace registration is



fragmented and one-sided towards specific gatherings, which causes divergent subsidizing of the country over. Examining can be utilized in circumstances like this to reach determinations about the more precise populace. A sample must be impartial and representative of the entire population. The sample size for this research project, which will be used to gather data for this dissertation, will be 20 Telefonica employees.

### **3.8. Sampling method**

Each part of the populace has an equivalent possibility of being remembered for the example on account of likelihood examining. Making an examining outline first, then, at that point, choosing tests from it utilizing a PC program that produces irregular numbers is one strategy for leading irregular inspecting. A non-likelihood examination is now and again associated with subjective examination and contextual investigation research plan. Concerning the last option, contextual investigations much of the time focus on little examples and are intended to investigate a certifiable event instead of reaching factual determinations about the entire populace (Taherdoost, 2016). In this review, accommodation testing strategies were utilized. Comfort examining, otherwise called accessibility testing, is a particular non-likelihood examining method that assembles information from populace individuals who are helpfully accessible to take part in the review. The reasoning behind picking this example procedure is that Compared to comfort testing, elective likelihood examining methods require a huge venture of time and cash. It empowers researchers to create more examples rapidly, economically, and productively. Most comfort inspecting considers the ongoing populace. The analyst has simple admittance to tests. They don't need to move around a ton while get-together information. Standards are immediately filled, and information gathering can begin when a couple of hours.

### **3.9. Data collection instrument**

There are various data collection methods. Physical or advanced polls are utilized in studies to gather both subjective and quantitative information from members is one of the strategies. They can likewise be sensibly estimated; on the off chance that you utilize a free instrument, doing a study may not cost anything. Up close and personal discussions about a specific subject or issue are the fundamental part of meetings and centre gatherings are another technique. Center

gatherings as a rule comprise numerous people, though meets are regularly directed one-on-one. To gather both subjective and quantitative information, you can utilize both (Paradis et al., 2016). The data used in this study was gathered generally via a standardised questionnaire through Google forms. The basis for the decision is a standardised questionnaire is created and used to ensure that every participant is asked the same questions in the same format and that their replies are recorded consistently. A measure's dependability is increased via standardization. It contained a prepared set of questions to which the responders were required to respond. A survey was used to gather data, and the questionnaire contained the following information:

- Demographic information of respondents
- Multiple choice questions

### **3.10. Data Analysis Methods**

In a systematic review, developing research review questions is crucial. The survey data will be first collected using Google Forms for data analysis so that the results can be displayed as graphs and charts right away. The results would then be produced and finished in an analysis using descriptive statistics. The reason for choosing this is we can present the data visually with descriptive statistics. Visual data presentation makes information much simpler to comprehend. Pie charts and bar charts can be used to display qualitative data. The presentation of numerical data might take the shape of histograms or dot plots. We can highlight the key features of the data using the various statistical metrics. The mean, for instance, assesses the data values' central tendency. This gives us a general idea of the distribution of the data values. When working with a huge amount of numerical data, this is crucial (Yellapu, 2018).

## **CHAPTER-4: ANALYSIS, FINDINGS AND DISCUSSION**

### **4.1. Analysis**

The study's questionnaires were used to collect a variety of data, which is displayed in straightforward bar graphs and tables and analysed using the mean or average. The main conclusions and debates regarding the analysed result are presented. The implications of executive training on leadership among Telefonica employees are then concluded.

#### 4.1.1. Respondents' profile

The respondent's profile is an important aspect to ascertain before conducting data collection. Respondents are people who participate in a survey, an interview, or who offer information to be used in an analysis for a research study. Respondents must give their informed consent to participate, and their age can vary depending on the study's parameters. With parental or guardian consent, minors may participate as respondents. A study's participants may leave at any time, and the data may or may not be used. Participants and respondents are synonyms. When choosing participants, a variety of things need to be taken into accounts, such as their availability, morals, and the environment in which they will respond. This article describes where and how to find respondents and outlines the different sorts of responders. The following set of personal qualities have been researched and are provided as follows because respondents' traits play a key effect in how they communicate and provide answers to the problem:

- Gender of Respondents
- Age of Respondents
- Education level
- Monthly income of the Respondents

#### Gender of the respondents

The respondents to this study are both male and female. The gender frequency distribution is shown in the table.

Table 4.1: Gender of Respondents

<b>Gender</b>	<b>Frequency</b>	<b>Per cent</b>
Male	10	50
Female	10	50
<b>Total</b>	<b>20</b>	<b>100.0</b>

*(Source: Field survey 2022)*

The above table shows that there are 50% male respondents and 50% female respondents which means there are 10 males and 10 females taken into the sample to discover the findings of the effect of executive coaching on the management at Telefonica.

### **The age group of the respondents**

Different age groups were included in the study. The frequency distribution of age group has been presented in Table 2.2

Table 4.2: Respondents' age range

<b>Age group</b>	<b>Frequency</b>	<b>Per cent</b>
Below 25 years	2	10
25-35 years	8	40
35-45 years	6	30
Above 45 years	4	20
<b>Total</b>	<b>20</b>	<b>100.0</b>

*(Source: Field survey 2022)*

Table 4.2 shows that 10 per cent of the respondents belong to below 25 years, 40 per cent belongs to the 25-35 age group, 30 per cent belong to the 35-45 age group and 20 per cent are above 45 years

### **Education level**

During the research, the respondents' educational backgrounds were examined. Table 2.3 shows the frequency distribution of respondents' educational levels.

Table 4.2: Education Level of Respondents

<b>Education level</b>	<b>Frequency</b>	<b>Per cent</b>
Bachelor level	8	40

Masters level & above	12	60
<b>Total</b>	<b>20</b>	<b>100.0</b>

(Source: Field Survey 2022)

Table 4.3 displays that 40 per cent of respondents are bachelor's graduates and 60 per cent are masters or above graduated.

### Monthly income of respondents

The once-a-month income of the respondents was studied in this study. The frequency distribution of the monthly income of respondents has been presented in Table 4.4.

Table 4.4: Income of respondents each month

Monthly Income(\$)	Frequency	Per cent
Below 2000	3	15
2000-3000	5	25
3000-5000	8	40
Above 5000	4	20
<b>Total</b>	<b>20</b>	<b>100.0</b>

(Source: Field survey 2022)

Table 4.4 portrays that 15% of respondents' month-to-month pay is under 2000, 25 per cent of respondents' month-to-month pay in 2000-3000, 40 per cent of respondents' month-to-month pay is 3000-5000 and 20 per cent of respondents' month-to-month pay is over 5000.

### 4.2. Findings

The primary result of the study is essentially its findings. It is essentially crucial knowledge that can be learned through research (reference needed). Research findings are statements that come from research, as well as observations and experimental data. Writing findings sections should be factual and impartial. You should keep the section's purpose in mind when you write the research findings section. The specific section's major goal is to spread knowledge. You must build your words using a straightforward framework while writing a findings chapter. When writing chapters

about conducting research, utilise the active voice. You must continue to pay close attention to your grammar, punctuation, and spelling. Students can use certain terminology to present the study's findings. Thematic analysis can be used to present research findings. Using the thematic analysis technique, you must create themes based on the respondents' responses. For further response interpretation, the data collected from the main source is evaluated using Excel and presented as a bar diagram and a percentage.

#### 4.2.1. Responses about employees

This study focuses on the responses of the employees about their experiences and the impacts that executive coaching. A series of questions were asked to the correspondents to gain insights.

Table 4.5: Opinion of respondents regarding Customer Expectations

<b>Dimension</b>	<b>N</b>	<b>Mean</b>
The coaching helps to enhance the leadership skills of employees	20	3.45
The coaching helps to boost the employee's career.	20	3.85
The implication of executive coaching in their work	20	3.15
<b>Customer Expectations</b>	<b>20</b>	<b>3.48</b>

(Source: Field survey 2022)

Table 4.5 shows the descriptive analysis of employees' expectations. The respondents have their vision of the questions regarding issues. The overall mean of employees' expectations is 3.48 which means they agree that the coaching has fulfilled their expectations. The highest mean value is 3.85 which respondent says that coaching helps to boost the employee's career. The lowest mean value is 3.15 in which the respondent says that the implications of coaching to help do the work.

Table 4.6: Opinion of respondents regarding coaching enhances leadership skills

<b>Scale</b>	<b>Frequency</b>	<b>Per cent</b>
Strongly Disagree	2	10

Disagree	1	5
Neutral	4	20
Agree	11	55
Strongly Agree	2	10
<b>Total</b>	<b>20</b>	<b>100.0</b>

*(Source: Field survey 2022)*

According to table 4.6, out of 20 respondents, 11 are the highest number of respondents who responds that coaching enhances leadership skills and there is a very little number of respondents are disagrees with the statement. Effective executive coaching enhances leadership performance, particularly for executives managing uncertainty, as stated in the literature review. Clients develop intrapersonally, interpersonally, and organisationally while honing fundamental skills like self-management, teamwork, and communication. More than just boosting confidence is a part of coaching. Executive coaching improves self-efficacy, according to research. Leaders are taught by coaches to have faith in their ability to make decisions and make operational changes to accomplish desired goals. Coaching, as opposed to mentoring, encourages and tests CEOs to find the solutions to their problems using their expertise and experience. Coaching produces motivated leaders who motivate their workforce. Coaching-based leadership interventions boost staff productivity while improving Exec performance. Intentionally or unwittingly, executives who seek out coaches for assistance with their personal and professional development frequently promote a coaching culture within their firms. This can be clearer from the figure below.

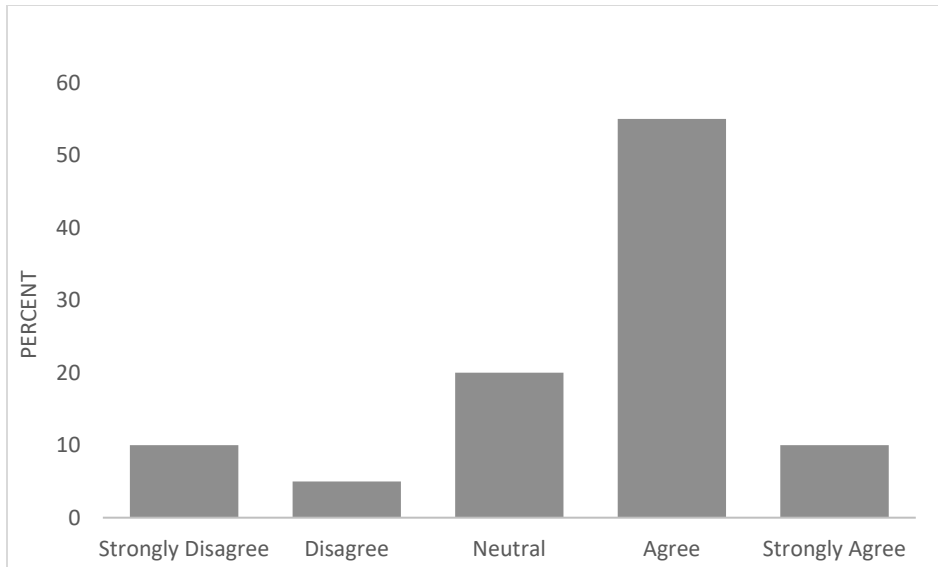


Figure 4.1: Opinion of respondents regarding coaching enhances leadership skills

Figure 4.1 shows that out of 20 responses, 10% strongly disagree with the statement, 5% disagree, 20% are neutral, 55% agree, and 10% strongly agree.

Table 4.7: Opinions regarding coaching helps to boost career

Scale	Frequency	Per cent
Strongly Disagree	1	5
Disagree	1	5
Neutral	5	25
Agree	6	30
Strongly Agree	7	35
<b>Total</b>	<b>20</b>	<b>100.0</b>

(Source: Field survey 2022)

Table 4.7 shows that out of 20 responses, 5% strongly disagree with the statement, 5% disagree with the statement, 25% are neutral, 30% agree, and 35% strongly agree. While a leader's effectiveness is frequently determined by his or her ability to get the task done, dealing with others is also a crucial aspect of the position. Before expecting to advance in the career, this aspect of the job needs to be mastered. You will deal with people of all origins, races, religions, genders, and even workabilities when you hold a leadership position. A smart leader should identify talent by



putting aside bias and preconceived notions. Attending coaching sessions broadens the perspective, further fostering solid professional partnerships amongst various personality types. For senior managers trying to advance their careers, this is crucial.

This finding shows that the majority of the respondents strongly agree with the statement of the level of coaching helps to boost career

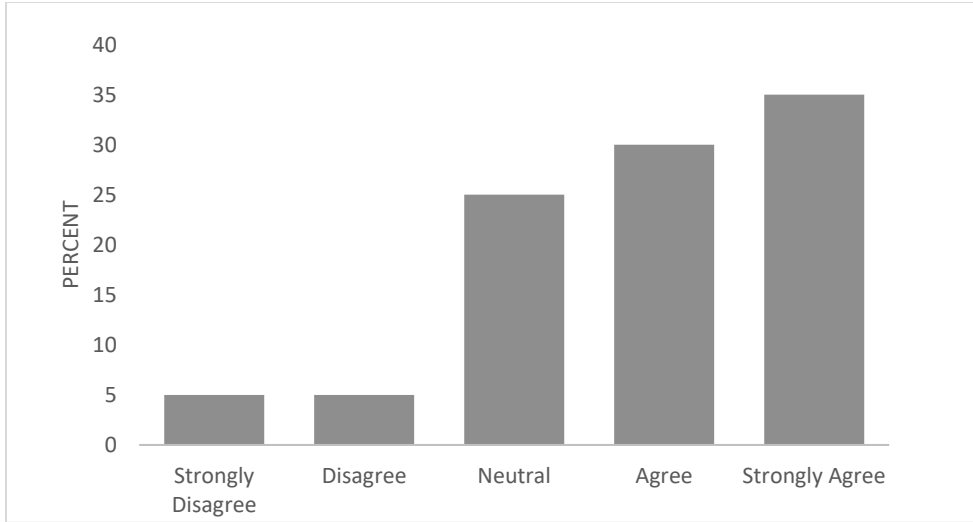


Figure 4.2: Opinions regarding coaching helps to boost career

Figure 4.2 shows that the degrees of feelings in regards to training assists with supporting vocation, though 5% of the respondents unequivocally dissent, 5% of respondents deviate, 25% of respondents are unbiased, 30% of respondents are concurring, 35% of respondents are emphatically consenting to the assertion.

Table 4.8: Opinions regarding the implication of executive coaching in their work

Scale	Frequency	Per cent
Strongly Disagree	2	10
Disagree	1	5
Neutral	10	50
Agree	6	30
Strongly Agree	1	5
<b>Total</b>	<b>20</b>	<b>100.0</b>

(Source: Field survey 2022)

As indicated in table 4.8, out of 20 respondents, 10 per cent of respondents firmly contradicted the explanation, 5% of respondents are contradicting the assertion, 50% of respondents are unbiased, 30% of respondents concurred, and 5 per cent of respondents emphatically concurred with the assertion.

This finding shows that most of the respondents emphatically concur with the assertion of the degree of instructing assists with accomplishing the work.

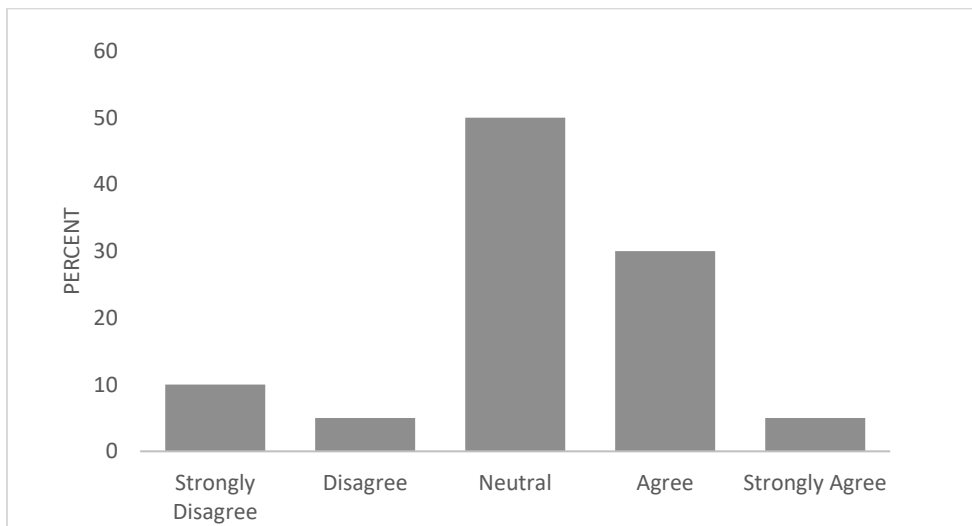


Figure 4.3: Opinions regarding the implication of executive coaching in their work

Figure 4.3 shows the levels of opinions regarding the implication of executive coaching at their work, though 10% of the respondents emphatically deviate, 5% of respondents dissent, 50% of respondents are nonpartisan, 30% of respondents are concurring, 5% of respondents are unequivocally consenting to the assertion. The business's course is affected by the strategic choices they make throughout times of transition. Leaders have the chance to improve their ability to handle stress and their mental health amid uncertainty by participating in an executive coaching program. They can increase their efficacy and decision-making as a result. Executives who participate in leadership development programs improve their capacity for clear leadership and better equip themselves to face problems. This also applies to their teams, giving them a chance to rediscover their motivation and focus.

## **CHAPTER-5: DISCUSSION**

### **5.1. Introduction**

To assist a client with accomplishing a concurred together upon putting forth of objectives to upgrade the two their expert presentation and individual fulfilment, chief training is characterised as a tutoring relationship an administrative created between a client obligation and authority in an association and a specialist who covers a wide scope of social strategies and techniques (Kilburg, 2007). To realise the organisation's objectives, business executives must build intellectual resources due to the significant changes and advancements in socioeconomic, legal, scientific, and sociocultural factors. Initiating change, identifying and developing exceptional leaders for quickly growing global operations, accelerating learning and development on the personal and professional levels, and fine-tuning the performance management process is all possible through executive coaching. Furthermore, emerging research demonstrates the link between successful coaching and effective leadership. Consequently, having excellent coaching abilities is becoming crucial for having effective leadership and a favourable organisational culture. In these settings, coaching is the primary method of managing and collaborating with others, and employees' development. Due to the high investment in outsourced coaching and the imperative for continuous improvement and inventiveness to maintain a competitive advantage, leaders acting as coaches have been specifically recognised as essential in facilitating talent management and empowerment. The potential relevance as a tool for advancing both the development of human capital and the business itself is shown in the scope of coaching in businesses. Both individual and corporate performance measures are influenced by coaching (Núñez-Cacho et al., 2015). Executive coaching aims to develop self-awareness and learning to help executives achieve both personally and professionally. Entrepreneurial coaching is a useful tool for aiding entrepreneurs; R&D coaching assists in the commercialisation of radical breakthroughs, whereas team coaching works to improve team performance as a whole (Rosha, 2014). The fact that Telefonica has a different size at the global, regional, and especially local level, making it a business that is continually growing, is one of its biggest strengths. It has a global scope and ranks as the fifth operator globally in terms of connections. With operations in Europe and Latin America and more than 320 million customers globally, Telefonica is a market-leading integrated operator in the telecommunications industry. It offered the emerging leaders a sequence of demanding, perceptive, and instructional conversations

as part of personalised developmental assessments. To support the rollout of its new business strategy, Telefonica intended to develop a new employee incentive program for its workforce. The core tenant of Telefonica's principles and culture is that everyone should have access to the opportunities offered by technology (Reply & Reply, 2014).

## **5.2. The coaching helps to enhance the leadership skills of employees**

To help a client with achieving an agreed together upon setting forth of goals to update the two their master show and individual satisfaction, head preparing is portrayed as a coaching relationship a managerial made between a client commitment and authority in affiliation and an expert who covers a wide extent of social methodologies and strategies to generate new meanings that are embedded in and formed by the social setting in which the intervention is implemented (Athanasopoulou & Dopson, 2018). Coaching is regularly awarded by the leader to workers in a specific professional situation as a tool to improve target performances through the use of several emotive, perceptual, and physiological approaches. A more contemporary style of leadership has been defined as an everyday activity of lending a hand and encouraging staff members in identifying ways of meeting their strategic priorities. It is theoretically based on coaching leadership theory. Successful leaders that use a coaching approach encourage people to reflect and acquire awareness, come up with their solutions, needless control and direction and are motivated to see them grow and achieve (Milner et al., 2018). By focusing on individual needs and cultivating meaningful partnerships with their squads, coaching leaders aim to help staff members reach their potential (Russo et al., 2016). A paradigm for the coalition between coaching and leadership that clarifies the coaching leadership process's function in assisting staff members in achieving excellence. Following this theoretical hypothesis, leaders face the challenge of resembling that coach by establishing deep bonds of common understanding with their workforce. Through this partnership, the coaching leader creates new performance avenues and facilitates work-related outcomes. The training chief represents instructing reasoning that supports the reception of explicit demonstrations or ways of behaving toward their labour force. To guarantee ideal working, associations are progressively asking their administrators and pioneers to foster explicit abilities like compelling correspondence, sympathy, and trust, to advance objective accomplishment, and increment professional development. Despite the surge in popularity of mentoring quality attributes, little research has been done on the effectiveness of these initiatives and how they affect

the creation of capable leaders. Organisations still perceive they have not properly prepared their leaders, despite commendable initiatives and large investments in programs that enhance leadership skills. The fundamental coaching-based leadership skills were identified and categorised into four aspects (Peláez Zuberbuhler et al., 2020):

### **5.2.1. Working Partnership**

Creating a secure environment that fosters reciprocal respect, sincerity, trust, and transparency is referred to as developing a working alliance. Developing clear agreements, upholding commitments, and continuously demonstrating authenticity, and compassion for well-being are all essential components of effective coaching. Because it enables them to form alliances and cultivate cordial relationships with staff, this ability is crucial for leaders.

### **5.2.2. Regular Communication**

One of the primary ingredients for successful coaching is open communication. The use of effective communication skills is to build relationships with members of staff and enhance personal and professional development. In particular, leaders function as coaches in public or private circumstances, employing strategies like asking compelling questions and actively, empathically, and compassionately listening.

### **5.2.3. Question framing**

In closing the question is seen as a crucial coaching-based leadership action that motivates staff to consider problems. Inquiries that stimulate motivation and prompt greater awareness and thinking are appropriate questions. Additionally, sufficient levels of empathy, acceptance, tolerance, and compassion build a culture in which team members are free to express their thoughts and feelings. Personnel become more conscious, evaluate, and are better able to take accountability for their career with the guidance of the leader.

### **5.2.4. Growing and Learning**

The willingness to support and educate personnel to promote their growth and lifelong learning and successfully guide them toward the intended objectives is referred to as "facilitating development." A common practice in coaching-based leadership is to foster a learning

environment, such as through giving feedback and assisting staff in identifying, developing, and using their abilities. In summary, people that make use of their strengths are more motivated at work and more likely to succeed.

#### **5.2.5. Results and Progress**

Planning and goal-setting describe the capacity to assist staff in creating personal strategic priorities they value and ensuring they carry out the decided-upon concrete processes. Together with each employee, leaders serve as coaches to create motivating, demanding objectives. Last but not least, managing progress necessitates that leaders continually review, revise, and assess staff performance while managing both roles concurrently.

Although the aforementioned advantages can be significant and potent, it's also important to consider how individuals might gain from leadership development coaching in terms of learning and development. According to the findings, employees' opinions of their leaders' coaching abilities influence how satisfied they are at the workplace. Good emotions are communicated by leaders with coaching abilities to workers, and this positive outcome creates a motivated, joyful, and devoted workplace. By assisting the individual in comprehending the contrasts and affinities within the organisation, the interaction between employees and leaders is crucial in developing successful people and institutions. It also enables leaders to offer employee development. A contented worker offers the business improved productivity, sales, and customer service (Kumar & Mathimaran, 2017). The best strategy to get employees who are eager to learn and grow in organisations is to feel optimism and happiness so that they are better professionals in a pleasant work environment (Walsh, 2018). According to the findings, employees' opinions of their leaders' coaching abilities influence how satisfied they are at the workplace. Organisations that encourage leaders' coaching talents assist their employees in growing and improving their capabilities, which has a beneficial impression on employee satisfaction. The current discoveries also indicate that contented workers are less likely to consider leaving their jobs. Employee commitment is strongly influenced by the workplace environment, which can also have a detrimental impact on employees' intention to leave (Groot, 2018).

Effective leaders must understand how to cultivate leadership qualities in their workforce. More importantly, they need to be aware that one of their key responsibilities is to train their employees. "Success is all about developing yourself before you become a leader. Success after being a leader is about developing others. Work engagement is increased, their worth is demonstrated, and they are better equipped to handle more responsibility after receiving leadership training. Executives can identify whether employees are ready to assume a leadership role from those who may require additional training or who aren't naturally suited for the position by teaching them to be leaders. Some executives worry that staff will simply go find another job with their newly acquired skills, making training useless. The strategies executives can use to help employees become more effective leaders.

#### **5.2.6. Stretch assignments**

These responsibilities push workers to fill up their knowledge and ability gaps while also preparing them for a leadership position in the future. Stretch assignments should be used frequently by executives, but not too frequently. Executives need to find a balance.

Concentrate on objectives rather than jobs: Executives should instil in their staff the mentality that "focus on goals, not tasks." Making the connection between objectives and tasks is a skill that effective leaders teach their staff. Employees must think about the big picture in addition to daily responsibilities. What tasks can be tailored to the overarching organisational goal? Or their aspirations for development? Employees will undoubtedly succeed even if they fall short of the exact goal because they set high standards for themselves.

#### **5.2.7. Give employees a guide**

Giving employees a mentor can be a wonderful gift for both the employee and the company. A mentor offers advice and criticism on an employee's performance, listens to queries and worries, and supports the development of the mentee. Employees might be given a blueprint to succeed by coaches, who can also assist them in creating their plans. And a well-staffed organisation has employees who have a plan for success.

### **5.2.8. Delegate power**

Executives can assess an employee's leadership potential by giving them the power to make decisions. After giving the employee authority, the executive can evaluate their developing leadership abilities. Effective leaders delegate responsibilities to explore what they can accomplish.

### **5.2.9. Provide external training**

Internally professional development for a company is quite valuable. However, the design of external leadership programs, whether online or in person, greatly benefits many employees. Participants in these programs might learn practices that may be novel to their business and receive new insights because they draw students from a diverse variety of industries (Kjellström et al., 2020).

### **5.2.10. Explain the value of listening skills**

Listening is the process of being fully engrossed in another person's opinion while attempting to understand them even when they don't seem to make sense. Employees must develop their listening skills if they wish to become leaders. The most important leadership growth ability that most individuals lack is listening. Future leaders can be distinguished by their ability to listen well. Employees will develop and build a record of their development to guide their subsequent actions if they receive honest, constructive criticism on topics like listening skills, delegating, and attitude.

Companies must accept the notion that every employee has the potential to lead in their setting. Companies must acknowledge the strengths of their personnel and establish their leadership styles. They excel in such areas since those are both their strengths and their areas of the greatest talent. Therefore, developing leadership abilities should focus on how the business can use these assets more effectively and meaningfully. A solid strategy for developing leadership abilities takes into account the larger picture and aids staff members in foreseeing potential issues. One of the most important leadership traits to possess while managing challenging projects with short deadlines is this. To build leadership skills, an individual must also improve their ability to forecast outcomes and offer suggestions for averting potential problems. This talent also contributes to the capacity to see chances that others miss, which will undoubtedly gain notice. Employers must encourage



employees to establish themselves so they can gain the variety of leadership qualities necessary to lead. Companies must create processes for developing leadership abilities that are not only concise and easy to follow, but also contain important strategies and expressions that aspiring leaders may utilise under pressure (Belet, 2016). One can also enhance his/her leadership coaching performances. Think about the traits already possess and utilise them as a tool and a foundation for progress to aid. The talents can range from the capacity for empathy to tenacity in the face of difficulty. It's critical to be aware of strengths to use them to your advantage when coaching. The strengths and abilities can be improved through continuous advice on specific goals. The identification of a particular goal helps to make the target vivid and goals should be relevant, time-based, specific, measurable and achievable. The selection of a trustable mentor for assistance or direction is crucial because it can forge enduring relationships and also achieve the mentor's knowledge and skills. A crucial coaching ability is active listening, which is being present and involved in conversations with others. This entails maintaining eye contact, keeping your body open, and holding back the temptation to speak up or offer advice unless it is specifically requested. As it takes time for workers to develop and realise their full potential, coaching advocates for patience. When working with employees, it's critical to be understanding and supportive to foster their proficiency and own development. Fostering trust and open communication requires a safe and comfortable environment. Comparing with others is not a good practice since each person has unique strengths and limitations. Instead, concentrating on one's improvement and growth is crucial (Barnes et al., 2017). The corporate environment is continuing to evolve rapidly due to technology. Leadership, adaptability, social intelligence, and creative thinking will be prioritised in new employment requirements, along with digital fluency, media literacy, and computational thinking. Telefonica is dedicated to preparing its current employees with competent skills rather than creating new vacancies. For the purpose of upgrading and capacity building its employees, Telefonica has started a global program. Telefonica compiles thorough information on the workforce's current skill sets so that management can pinpoint areas that require improvement and tailor training programmes and instructional content correspondingly. Employees are also empowered to take control of their growth and make the appropriate decisions to define their future careers through personalised counselling and customised training proposals. The company's trade union representatives and the works council, as well as Telefonica employees and leaders, have all

given quite constructive responses. The proposal for workforce development is a piece of a comprehensive endeavour in supporting employees' adjustment to the modern workplace.

Every company is unique. Both industries and businesses inside them are unique. Within a corporation, employees are diverse and their learning capability is also different. No book can teach you how to be a leader. Leadership is frequently characterised as a collection of behaviours and abilities that can be developed, unlike other talents needed in the workplace. Great leadership skills require practical experience, which allows leaders the chance to hone their abilities as leaders and application of achieved negligence to their professional environments. One of the most important areas for progress in any kind of coaching is self-awareness. The leader is performing admirably overall, but certain actions or attitudes are distorting their judgment or preventing them from being as effective as they may be. They might not be aware of how a mentality or belief is influencing their strategy or how the team is feeling. Coaching, for instance, might assist a leader in being more conscious of their unfavourable habitual thoughts. Leaders can start to engage with themselves, their team, and other people in their life in a different way by becoming more aware of automatic thinking and a wide range of other actions, thoughts, and feelings. Gaining more self-awareness about your verbal and nonverbal communication abilities can shift the game. Setting clear goals, giving constructive criticism, or even changing a leader's nonverbal communication are all examples of coaching a leader to communicate more successfully. Additionally, by evaluating the language that leaders use with others, leadership coaching can assist leaders in fostering a more welcoming and encouraging environment for their teams. Leaders can uncover a wide range of potential advantages for themselves and their teams by developing their listening abilities and being perceptive of others. A coach can help you develop the listening and communication skills that are so important when managing teams. Leaders don't exist by themselves. Instead, they are always interacting with others, which has an effect. Leader who receives effective leadership coaching can improve their ability to control their emotional reactions. They allow themselves the chance to cool down and re-engage in a more fruitful dialogue by figuring out how to take a step back. To lessen the impact on the leader and their team, learning to self-regulate may involve recognising tendencies and potential stressors. Individuals can unleash a growth mindset by receiving leadership coaching as opposed to a fixed perspective. The ability to be adaptable, recover from failures, and think imaginatively is a potent one to master.

Some of the most successful leaders in recent generations exhibit a capacity for comprehensive thinking and a dedication to improvement. When difficulties arose, they did not view them as obstacles. Instead, they sought chances for their team, company, or product to flourish. Senior leaders can help an employee who is struggling by just acknowledging their suffering. Employees can then view leaders as a safe space to tell their truth when they are particularly stuck or challenged as a result of this. The leader should instead seek understanding and ways to better help their team at difficult times rather than trying to solve the problem. Strengths are frequently unique to the person. A leader can utilise their unique and unexpected leadership strengths with the assistance of a coach. A leadership coach may assist each leader in gaining awareness of their present personal brand and in determining how to make both significant and subtle changes to create the strongest possible executive presence. Boysen et al. (2018) provided an introduction to coaching and a case study examining the efficacy of executive and leadership coaching. When coaching outcomes are closely connected with both the purpose of the coaching intervention and the aims and values of the company, they serve as indications of coaching success (Boysen et al., 2018).

Coaching boosts confidence, interpersonal effectiveness, and decision-making skills. By incorporating coaching into the organisational culture, the program's longevity and continuous value will be ensured (Eastman, 2018). Telefonica also conducted a workplace environment survey and assessed 7 corporate indicators (lucid communication, instantaneously competent leadership, self-assurance in management, career advancement, quality management, institutional cooperation, and unit perspective), these indicators were also measured throughout the year. The main Telefonica firms' workplace environment representatives made up the observatory for workplace conditions. Its goal is to promote initiatives for improving the working environment inside the Group and, most importantly, to offer a forum for discussion and creativity to raise employee morale and satisfaction with the Telefonica project. To give the Group a single dynamic that would take into account the demands and particular requirements of the more than 200 000 Telefonica employees, an internal communication master plan was developed. "Accelerating to enhance our leadership," reads the catchphrase the purpose is to promote their proactive involvement in attaining the company's goals and enhancing internal cohesion. To accomplish this, particular communication efforts outlined in the master plan were implemented, along with

coordination between the countries, and present corporate and national objectives were brought in line with the new, shared goals. Leaders and managerial staff are crucial in helping a company's employees understand its plan. Employee engagement and communication cannot be accomplished through one-way communication channels because professionals frequently need answers to their inquiries and thorough explanations of various topics.

### **5.3. The coaching helps to boost the employee's career**

Numerous individual-level outcome indicators, such as welfare, work-life quality, and goal accomplishment, have been found to improve with the use of coaching (Grover & Furnham, 2016). No matter how long you've been working, it doesn't have to end. A lifetime activity is learning. As a result, coaching is always relevant, and executive coaching has several advantages. The career route taken at the firm can be completely changed through executive coaching. An intelligent investment is hiring an executive coach. An experienced expert - the coach - assists an executive in better understanding their goals and strategies for achieving them through the process of executive coaching. This involves informing them of any resources they may have at their fingertips as well as any potential impediments. If you are having problems with your professional relationships or have been offered a new job role but aren't sure whether to accept it, for instance, you can consider getting coaching. The coach's goal is to assist the executive in making an informed decision about their alternatives, not to offer advice or take the place of the person's ability to make their own decisions. An executive coach should assist a person in understanding their options and any efforts involved in pursuing a goal, as well as in helping them feel prepared to deal. Using executive coaching can help one advance their career and be more productive at work. It gives employees a safe place to process their work-related issues without the risks and drawbacks. It gives a prospect to appropriately manage and assess your responses to the feelings and experiences you are encountering. According to Rosha and Lace (2016), coaching is a consistent, synergetic, goal-oriented process of learning and development. Facilitation is one of coaching's primary objectives, and those who make decisions are more likely to gain from coaching. Achieved results and personal development are thought to be the two primary anticipated coaching outcomes (Rosha & Lace, 2016). A business coach can serve as a complimentary one. Working through experiences allows one to explore possibilities and weigh the advantages and disadvantages of a certain course of action. By participating in executive

coaching, one can improve proficiency and observational skills. There are several working circumstances where using an executive coach's assistance may be advantageous. Finding out what might be the causes of the unpleasant scenario will be more beneficial than sitting idle, negative comments or indulging in pointless political posturing (Grant, 2014). Setting and accomplishing goals for the future is the core of coaching. Executive coaching in business aids personal performance and directs along the career path. An executive coach can help to increase productivity at work. Accelerated advancements and greater income follow from hard efforts. Everybody develops patterns in their lives, both good and bad. A coach can help to assess which of the patterns are helpful and which are not by objectively observing them. The strategic planning, conflict resolution, and third-party moderation from all direction reviews will be achieved through leadership coaching skills. It can be helpful at times to have outsiders present with alternative viewpoints on the professional challenges and organisational culture. Leadership coaching helps in identifying areas of weakness and will offer advice on how to strengthen the abilities in persuasion, delegation, dispute resolution, and communication. Executive coaching has advantages that extend beyond an individual to make all the employees satisfied and dedicated to tasks thus, having a constructive effect on the entire team. Coaching involves a desire to learn and develop. It is the waste of time and money without this drive (Rekalde et al., 2017). The modern environment demands performance, individual effort, leveraging innovation, and quick responses. These elements are what will keep a company competitive. Retention is essential in any organisation, and coaching is the way to achieve it. Employee career or professional progress and happiness are guaranteed through workplace counselling. In exchange, it aids in keeping the best workers. Employees are more devoted to their work when they are being coached rather than managed at work. Additionally, they are more devoted to seeing that corporate goals are accomplished. The change will increasingly be the norm for enterprises. The performance and resilience of each individual will also determine the success of the team and the company. The cornerstone of coaching is that it makes the most of each person's skills and talents to achieve the best results. Coaching is important because it offers set of circumstances, just-in-time learning. Concurring examination, in the wake of controlling for pre-preparing self-viability and other preparation draws near, the quantity of training meetings that include commonsense assessment, hierarchical responsibility, and working environment culture support has a good and significant relationship with post-preparing self-adequacy (Baron & Morin, 2010). In addition, executive

coaching provides direct hands-on training as well. For instance, the Telefonica Group spent nearly 70 million euros, on employee training in 2005. Moreover, in comparison to other tactics, executive coaching for management training and development has been shown to be a good strategy that is long-lasting, observable, and effective (Rekalde et al., 2017). Coaching encourages behavioural modifications, which facilitates smooth project and personal progress. Today's business transformations necessitate making quick transitions to completely new models. Employees are prepared for these adjustments through workforce coaching, which is important to meet shifting corporate expectations. Therefore, managers and leaders must mentor their staff to develop skilled individuality. They should also encourage individuals to pursue continuous professional growth. Internal career pathway and employee development is the main focus of executive coaching. Together, personnel can develop a roadmap within the organisation including their future potential, resources and competencies. The employer can build a sequencing pipeline of employees who are qualified to advance to more senior roles by focusing on training emerging leaders through executive coaching. Employees want to know that their employers care about them enough to support and guide them as they build their careers. Emerging leaders continue because of it. Without it, they search for a location with greater opportunities. Executives can develop and accomplish strategic and realistic professional goals with the aid of executive coaching. With the help of a skilled coach, staffs can integrate a bird's-eye view of the profession by taking the focus off from the daily routine and offering a glimpse at what might be possible in the future. A superb way to develop soft skills including communication, technical skills is through executive coaching. The differences between present situation and potential future for aspiration can be found through executive coaching. Interpersonal connections may be strengthened through this coaching with tactics to cope with those individuals, perhaps even converting adversaries into allies. Employees can learn more about situations, processes, and procedures' "why" rather than merely "what" by removing them from their task-focused weekday and giving them the opportunity to assess their roles and their own performance from a different angle. Being able to think critically is a quality of effective leadership which also discover different hidden potential inherent in the personnel (Parker & Arthur, 2004). The fact that real stories are brought back to the workplace in the form of images and videos allowed managers to see first-hand accounts of employees providing exceptional customer service. Workplace provided Telefonica with a central location to highlight important work, honour individual and team accomplishments, and foster a sense of pride among

employees. Leaders from around the world are already using webcasts to share important company news and have two-way interactions with staff. One such is the Telefonica Global Meeting of Executives that was held in Madrid. It is widely used by people to communicate with coworkers and share ideas, enabling project teams to work more successfully across boundaries. Additionally, it makes leaders more approachable, accessible, and responsive. Workplace has been the ideal fit and has since been added to Telefonica's collection of institutional solutions that allow their employees work more effectively. With an eye toward the future, Telefonica has benefited from Workplace integrations, making it the only tool employees use to accomplish assignments. With single sign-on, the team has already linked Workplace with single-sign-on (SSO). Employees may now sign into Workplace more quickly by using the same SSO credentials they already use for other services. As the implementation goes forward, Telefonica intends to create new algorithms and automatic procedures to simplify routine chores and hasten current efforts to introduce artificial intelligence to clients. Thus, priority is not just to link workers together in a single global community, but also to bring them nearer to customers to improve the workplace for everybody and a little more human life.

#### **5.4. The implication of executive coaching in their work**

For executives and their organisations, executive coaching is a useful tool. Executives are given the time and space to work on objectives that a frenetic work environment regularly cannot tolerate. In the workplace today, top-down dictatorial governance is less prevalent. To achieve the best performance results, managers must be able to skillfully balance the objectives and expectations of the workplace with the preferences of their employees. Furthermore, employees who take up coaching can be tremendous assets because they can draw on their own experiences when mentoring others (Grant, 2014). Greater levels of consciousness, emotional stability, social competence, and compassionate leadership abilities are developed by coaches, and they can have a significant impact on the workplace, including stress reduction and the development of a more encouraging and productive setting. People's internal awareness and self-regulation are improved through a coaching process with a cognitive behavioural focus, which increased job satisfaction and enabled long-lasting changes. Thus, efficient coaching activities should incorporate cognitive coping, positive personality attributes, and contextual elements for generating positive results, and consider the full range of the coachees' values, motivators, and organisational resources (Wang et

al., 2022). The coaching result is highly connected with the clients' assessments of the working alliance, the clients' level of self-efficacy, and the coach's toolbox of techniques. Because it mitigated the impacts of self-efficacy and other tactics on coaching outcomes, the client-coach relationship may be the most significant element impacting how clients perceive coaching outcomes (Haan et al., 2013). Telefonica has confidence that the diversity of employees and inclusive leadership approach contribute to the best possible business outcomes. Because of this, managing diversity and inclusion is a priority in the strategic plan. Diversity is a crucial talent source according to Telefonica and the best way to build a desirable working environment is to work to provide an inclusive workplace where equal chances are realistic. The dedication to fostering an organisational culture and identity that values diversity, equality, and inclusion so that the best decisions can be achieved by utilising the special talents, capacities, and ways of thinking of each of the employees is the objective of the company. Telefonica requires a variety of skills irrespective of their attributes that can expand and improve through ongoing education and career reinvention in a changing environment. Telefonica emphasises inclusion which truly connects and fosters conversation which at the time, inspires all of the employees as well. The equal representation of men and women in the governing boards of Telefonica makes the company more successful and competitive. Diverse perspectives are feasible when both genders participate in decision-making at about equal rates. Telefonica's approach to closing the gender gap is working well.

It has been discovered that consent, mental maturity, and an eagerness to try new things are all positively connected with executive coaching effectiveness (Jones et al., 2014). The concept behind workplace coaching is to arm people with the resources they need to be successful. That entails supplying them with fresh information, giving them intriguing opportunities, and doing everything else that is necessary to make them productive. The benefits are fostered by an organisation's coaching culture. Almost all definitions of "coaching" and "engaging" are the same. In a world where work takes precedence and where keeping "connected" to one's job at all times requires technology, loneliness prevails at the top management level within corporations. By trying to address the requirement to re-connect with the human side of leading, assess one's behaviours, perceptions, and judgements, and set goals to bring about positive change in a welcoming and supportive environment—transforming lives one at a time—executive coaching can help close the



gap that is widening in corporate settings around the world (Dingman, 2006). One of the key elements in determining a company's performance has been identified as employee engagement. According to the 2013 Gallup State of the Workplace Report, engaged employees—those who feel a connection to their work and company—are more productive, foster creativity, and advance the business (Gallup, 2020). A great approach to involve employees in a company is through coaching. Making employees feel valued and important, providing adequate resources and training, and setting the stage are all instances that leaders can encourage employee engagement. Team members will be more likely to pitch in when help is needed if a cooperative workplace culture that promotes cooperation is established (De Meuse et al., 2009). With engaged personnel, organisations do better than with disengaged ones. Executive coaching also reduces employee churn. One of the biggest issues facing many firms today is employee retention. Both small and large businesses have made staff retention a top goal in the current healing economy. The results indisputably endorsed the notion that properly developed and implemented coaching programs may support executive development and talent retention (De Villiers, 2012). One of the best ways for a business to retain its top employees and maintain productivity is to focus on work satisfaction, engagement, and loyalty. By investing time in coaching his staff, a manager may foster an engaging environment which in the long run increases retention among employees. The coaching program's success also raised the possibility that investing in carefully planned and carried out programs could aid in leadership development and talent retention (Kombarakaran et al., 2008). When managers train their employees, it shows that they are interested in them. They experience importance and worth in the company. These workers want to work for the company longer. The Telefonica Group has spent years developing and putting into practice mutable reimbursement plans that recognise the effort and the accomplishment of its employees' goals. These rules aim to increase both the fairness of the remuneration structure and employees' commitment to and involvement in the company's goals. Productivity rises as a result of engaged workers and decreased turnover rates, both on an individual and corporate level. Personnel will have direction, a purpose, and objectives to work for when they are involved. As staff are assisted in achieving the targets established, they also gain more self-assurance. Keep in mind that reaching goals leads to higher productivity. Similar to this, workers who stick in a company for a while develop their job skills. Their proficiency level might be raised rather than hiring and training new employees. Because of this, coaching is a great technique for increasing productivity across the board of a

firm, motivating employees, and lowering turnover. Workplace coaching leads to improved relationships among teams in an organisation. Employees who receive coaching feel more at ease around their superiors and are more inclined to ask for assistance when something is problematic. Workplace coaching aids in fortifying relationships between teams inside a business. Through coaching, staff members can become more at ease with their managers and feel more at ease asking for assistance when things go wrong (Grant, 2016). Because they mentor employees on how to execute tasks and jobs if they are still beginners and do the job their way, which results in exceptional individual performance, organisations empower employees to take ownership of their duties and jobs. Coaching can help uncover an individual's or an organisation's strengths, such as strong interpersonal or behavioral skills, encourage people to work hard and be motivated to improve at their jobs, and develop high potential personnel. According to the literature, executive coaching promotes long-lasting change, more self-awareness, and more effective leadership. Studies specifically suggest increased output, client satisfaction, interpersonal relationships, teamwork, and better performance. The goal of coaching is to help people explore their relationships with themselves, with those around them, and with abstract ideas like achievement, rejection, authority, controversy, and career balance. Through skillful coaching, a person can uncover ingrained beliefs that are connected to these ideas and begin to confront and alter them. Employees inevitably get more confident in their skills and reliability and begin to understand why they were promoted to the position. The participant also gains a sense of psychological safety and becomes a willing and active part of the coaching process by having a safe, reflective space to analyse experience, and challenging approaches, draw logical conclusions and contemplate future responses. They begin to understand what motivates and hinders their success, and they are then better able to build proactive behaviours, thought patterns, and habits that will last long after the coach has left their employ. This confidence in oneself, the coach, and the larger organisation encourages the coachee to take more chances, try new things, and look for development possibilities. An empowered, problem-solving "strategic management" emerges as a result, and they begin to apply similar coaching techniques to coworkers around them, enhancing interpersonal connections, team cohesion, and group communication (Rosha & Lace, 2021). The potential domains for involvement in workplace coaching interventions include consciousness, tutoring incentive, achievement goals, credibility, self-enhancement, reinforcement management, and top management support (Bozer & Jones, 2018).

## **CHAPTER-6: CONCLUSION AND LIMITATIONS**

### **6.1. Implications**

We observed that coaching methods had an impact on Telefonica's human capital performance, demonstrating their value as a tool for professional development in organisations. The next stage is to decide how and where to assess and treat the effects of such coaching scientifically. The approach should enhance employees' decision-making and provide them with opportunities to expand and flourish. The coach and coachee's interaction should be constructive, with both parties considering the risk-benefit ratio to make the process successful. To fully maximise the value of the approach, the coachee must, among other things, be an employee with the potential for career advancement, and have conviction in the coach. A company's performance, profits, and economic growth will all benefit from improvements in the coachee's ability, which will translate into higher performance in the coachee's day-to-day work in the company (Núñez-Cacho et al., 2015). Because of its ability to impact administrative mentalities in a designated, customized style and render changes super durable, coaching is a very successful approach for enhancing the executive competence that an organisation is anticipating. To improve the effectiveness of leadership and work-related results in organisations, this study focuses on the practical methods and approaches that Telefonica professionals can use to educate and train the development of coaching-based leadership (Kemp, 2009). Another useful component of coaching sessions is their potential to improve coaching-based managerial skills, distinct assets, work engagement, wellness, and competency in business contexts. This study attempts to evaluate the reality of employees in the business-like Telefonica where coaching services are most frequently used, with the principles that underpin their employment in organisations. We have shown the value of workplace learning inclination for both people and institutions, and it is really practical to contemplate the workplace facilitation. According to our research, management must implement appropriate leadership and coaching strategies to boost employee learning. We showed encouraging exploratory behaviour and boosting learning-related conduct will promote employees' learning preferences.

### **6.2. Limitations**

The study's very limited sample size due to the mixed research is its most apparent drawback. However, the sample size should be considered concerning how challenging it is to recruit

individuals. The opportunity to gather data from numerous leadership development programs across a variety of organisations would be advantageous because it would enhance the number of participants and the generalizability of the findings, but this was not a possibility for this study program. However, it also poses some issues when contrasting various coaching strategies and the resulting outcomes. Sample size may continue to be a problem for executive coaching researchers due to the time-intensive nature of the practice and the difficulty in finding interested participants (coaches and leaders). To ensure that the effects of executive coaching are maximized and can be recognized through statistical analysis, a high level of rigour is particularly crucial in research. Another aspect of the program is the optional nature of executive coaching, in which leaders can choose to participate (although this is typical of executive coaching programs). Executive coaching depends on leaders accepting responsibility for their personal growth, exhibiting a willingness to change, and having the time commitment to take action. Recognizing that not all leaders are in this position, voluntary mentorship is used. On the other hand, forcing coaches to coach can be unsatisfying for both coaches and leaders. This context does, however, suggest that these results might not transfer to circumstances when executive coaching is a required developmental tool. Despite some restrictions in the research program, these did not materially affect the results. Despite the low power, the study revealed a substantial effect. Furthermore, there is no proof that leaders feel the need to act forcefully because they do, when necessary, pinpoint specific issues. As a result, the findings of these studies do make a significant contribution to the field of executive coaching and suggest areas for further study to advance our understanding of this well-liked intervention.

The inadequacies of the current review recommend that extra examination is expected to grasp the impact of a pioneer's instructing skills on staff reactions completely. Accommodation inspecting, in addition to other things, limits how comprehensively the outcomes can be applied. Since the respondents appraised the result, interceding, and foreseeing factors simultaneously and from a similar source, there is a higher chance that the correlations between the variables in the study are overstated. The questionnaire, which we used as our primary data gathering tool, has a subjectivity problem. Given that there are still few empirical studies on coaching techniques, a more thorough examination will be useful. Instead of being measured objectively, the executives' assessments of successful post-coaching adjustments were subjective. Because many items are reliant on

respondents' impressions, the information received can be skewed. The fact that the research is cross-sectional, meaning that the data was gathered at a specific time, is another drawback. Workplace data are often collected by self-reporting in self-reporting investigations. These techniques are vulnerable to the Hawthorne effect, which reduces internal validity, pressure to maintain one's self-concept, and social appeal bias. Well, first of all, the limited sample size reduced the arithmetic power of the studies; this may be the cause of several of our non-significant outcomes. The length of the coaching and the size of the sample continue to be the research's constraints. Recruiting clients willing to engage in this study is still one of the anticipated challenges. The low response rate and short sample size pose major difficulties. First, with the increasing internationalisation of executive teams, the replies of team members with diverse cultural backgrounds could give significant information. Researchers may very well discover a different set of behavioural and psychological traits with larger samples.

### **6.3. Future Research**

Future research should evaluate the effects of coaching on both individual and organisational performance using longitudinal analysis over time (Feldman & Lankau, 2005). In particular, we advocate assessing the medium- to long-term effects of coaching on organisational performance. For this area of study, autoregressive longitudinal structural models that can accommodate longitudinal indicators of the latent variables can be used to describe how variance changes over time. To determine the validity and applicability of our findings, a bigger sample drawn from beyond the current organisation would be preferable. They could research cross-cultural comparisons, relationships between personality and meeting behaviours and profiles, connections between meeting leadership and organisational performance results, enhanced meeting assessment tools, and all of the aforementioned topics. Looking at training specifically exercises and including new factors applicable to the expert setting, for example, commitment and individual execution will interest. At last, since there is still minimal observational exploration on this point, a more exhaustive assessment of instructing methods will be profitable. It will be fascinating to perceive how training is integrated into different administration exercises in firms, preferably starting with human resources practices like hiring and firing, employee feedback, and career development. This study could be replicated by researchers in particular industries. Due to the reduction of outside impacts on performance, this could enhance the analysis. Researchers could contrast their findings

with ours and contrast the findings across different industries. However, self-report data does not take into account how coaching is dispersed within an organisation. Studies must incorporate additional assessments, preferably multisource ratings as well as unbiased organisational indicators, to fully reflect the coaching's more distal effects in an organisational setting. We stress that future research should appropriately address and explain specified mentorship structures or paradigms because many prior empirical studies did not sufficiently specify coaching design.

In addition to this, past systematic reviews have urged doing more exhaustive and demanding investigations and evaluating the long-term impacts of coaching. As a result of missing data or confusing author explanations, we had to ignore some studies, dynamic resource analysis and presentation are therefore crucial. A comparison of various coaching disciplines (such as adult learning or management) with psychologically informed approaches could provide a more thorough knowledge of current coaching research evidence on coachees' metamorphosis and progress. It's crucial to use holistic psychologically oriented counselling paradigms in enterprises that take differences between individuals and causal ambiguity into account. A combination strategy might enable more desirable results. collecting data at several time points, even after the leaders have finished executive coaching, to detect any long-lasting effects. The relationship between the behavioural and psychological consequences of executive coaching can also be investigated. Knowing which psychological factors modulate the effect of executive coaching on leader behaviour would be useful. While re-testing the effect of chief training on certain effects, it would be favourable to utilize a greater example size and a more designated measure that inspects the pioneers' energy and joy with the leader instructing explicitly as opposed to with the association in general. There are additional opportunities to contrast the impacts of goal-setting, a crucial aspect of executive coaching, with the benefits of supervisory tutoring. To demonstrate if executive coaching has effects beyond setting objectives would be helpful. In light of this, research may also reveal how executive coaching affects employee retention, job satisfaction, productivity, and organisational commitment. Finally, accumulating qualitative information might help create a more comprehensive information resource about executive coaching.

#### **6.4. Conclusion**

There is no denying the significance of leadership in organisations, and executive coaching offers a cutting-edge method for fostering these abilities. However, there hasn't been a lot of data to assess the efficiency of executive coaching or the predicted results. Stakeholders have called for a rigorous investigation into this developing field, and this research program has, to some extent, complied. To distinguish the impacts of executive coaching from the effects of the other components of the leadership development program, this study program used a descriptive approach. The analysis was directed by three research questions that looked at how executive coaching affected leadership at Telefonica and how these factors were affected over the long run by executive coaching. According to research, executive coaching increases self-efficacy, support for development, influence for good, willingness to try new behaviours, and the mental state of developmental planning. Impressively, the outcomes also demonstrated that executive coaching had a long-lasting impact on specific psychological conditions and team members' opinions of their leaders' transformational leadership style. As a result, it was determined that chief training is an effective strategy for creating pioneers because each member in the third review revealed that their initiative capacities had expanded because of leader training. This discovery justifies the usage of executive coaching when businesses weigh their many member development and training options. Theoretically, this study project expands the current body of knowledge in the area.

Executive coaching is increasingly common within the firm and is already quite well-liked in major corporations. Leaders must now exhibit crucial leadership qualities like resiliency, emotional intelligence, and teamwork to thrive, despite having been taught to produce a high-quality product (Horner, 2002). Because it has long been acknowledged as a motivating strategy for leadership development, the interaction has been widely established for that purpose. Leadership development can be seen as a creative method that instructs people to use their self-awareness to respond to organisational and social demands to coordinate their efforts, create a commitment, engage in social interaction, and advance complete social connections. In the present day, executive coaching must be strategic and unique. A balance must be struck between the organisation and the person. Executives can identify and address organisational challenges, such as problems with inclusivity and diversity, with the help of professional executive coaching. A more modern method for enhancing leadership efficiency and enhancing individual performance

is executive coaching. To accomplish the organisation's objectives, company executives must establish intellectual resources due to the substantial changes and advancements in socioeconomic, legal, scientific, and sociocultural variables. To help executives succeed both personally and professionally, executive coaching attempts to increase self-awareness and learning. R&D coaching helps to commercialise ground-breaking discoveries, while team coaching works to enhance the performance of the team as a whole. Entrepreneurial coaching is a helpful tool for assisting entrepreneurs. One of Telefonica's main advantages is that it has various sizes on a global, regional, and especially local level, making it a company that is always expanding. A model for how coaching and leadership work together that makes clear how the coaching leadership process helps staff members achieve excellence. The connection between staff and leaders is essential for creating successful individuals and institutions because it helps the person understand the differences and affinities within the organisation. A motivated, happy, and devoted workplace is produced when leaders with coaching skills convey positive emotions to their team members. After receiving leadership training, their level of work engagement rises, their value is established, and they are better suited to handle increased responsibility. By training employees to be leaders, managers can distinguish between individuals who may need extra training or who aren't ideally fit for the position and those who are (Olivero et al., 1997). Due to technology, the corporate environment is still evolving quickly. Along with digital fluency, media literacy, and computational thinking, new work criteria will place a higher priority on leadership, adaptability, social intelligence, and creative thinking. Instead of filling new positions, Telefonica is focused on outfitting its current staff with vital abilities. Through individualised guiding and uniquely planned preparing recommendations, representatives are additionally provided with the ability to assume responsibility for their turn of events and pursue the best decisions to shape their future vocations. The game can change if you become more self-aware of your verbal and nonverbal communication skills. Coaching a leader to communicate more effectively can take many different forms, such as setting clear goals, offering constructive criticism, or even modifying a leader's nonverbal cues. Leadership coaching may also help leaders create a more inviting and motivating environment for their teams by analysing the language they use with others.



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