



Effectiveness of Executive Coaching as a HRD Intervention in Management

KEYWORDS

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ABSTRACT *Helping people to make sense of what is going on economically environmentally, or in the event of social breakdown, for example, is very much the province of transpersonal coaches. While we recommend that all coaches gain some transpersonal skills, we do not imply here that people with basic coaching skills cannot do great work; indeed, emotional intelligence alone is already a considerable asset.*

The coaching is usually focused on organizational performance or development, but may also have a personal component as well. The results produced from this relationship are observable or measurable. Coaching is unlocking a person's potential to maximise their own performance.

Executive coaching is a helping relationship between a client who has managerial authority and responsibility in an organization, and an executive coach who has a wide variety of skills, behavioral techniques and methodologies which enable the executive client to improve their performance and effectiveness within their organization.

Executive coaching involves a business leader who is usually a CEO of organization and a consultant or coach. The kind of coaching is also proffered to some manager-level people who have a very significant role in their specific organizations. The Executive Coach applies numerous tools and techniques so that the selected people can meet the predetermined targets.

An executive coach helps those taking the guidance to enhance their initiative-taking mindset, planning skills and then forge ahead goals. In a latent manner, these executives play an inspirational role for the people around them resultantly boosting the business, performance and profit margins.

In this way we can say that executive coaching helps business leaders to come out problematical situation through this learning and bring in the desired results for their specific organizations; human resource's functions, client's functions, boss's functions and the coach's functions. The duration of such coaching programmes for executives depends on the chosen sector and can range from six months to one year.

Coaching is not a panacea to all ills in work, in life, or in the world, but it is infinitely more than a tool for helping stressed executives, or a better management method for use in a variety of situations such as planning, delegating, or problem solving.

Coaching is one of the most acceptable skills for human growth. It is a different way of viewing people, a far more optimistic way than most of us are accustomed to, and it results in a different way of treating them. It requires us to suspend limiting beliefs about people, including ourselves, abandon old habits and liberate ourselves from redundant ways of thinking.

Our Coaches represent the principles of the new order and we are trained and well equipped to coach, guide, support, and heal those who will become more confused and anxious about the enormity of world events that will increasingly impinge on their lives and hopes for the future. We must take our responsibility, and help others to do the same. Coaching is not teaching at all, but is about creating the conditions for learning and growing.

Coaching is not merely a technique to be wheeled out and rigidly applied in certain prescribed circumstances. It is a way of managing, a way of treating people, a way of thinking, a way of being. Roll on the day when the word coaching disappears from our lexicon altogether and it just becomes the way we relate to on another at work, and elsewhere too.

Coaching is unlocking people's potential to maximize their own performance. It is helping them to learn rather than teaching themselves. After all, how did we learn to walk? Did our mother instruct us? We all have a built-in, natural learning capability that is actually disrupted by instruction.

To use coaching successfully we have to adopt a far more optimistic view than usual of the dormant capability of all people. Pretending we are optimistic is insufficient because our genuine beliefs are conveyed in many subtle ways of which we are not aware.

When and where do we use coaching and for what? Here are some of the more obvious opportunities to apply coaching at work :-

Motivating staff	Appraisals and assessments
Delegating	Task performance
Problem solving	Planning and reviewing
Relationship issues	Staff development
Team building	Team working

The coaching profession has a hugely significant role to play in times of crisis. It serves individuals through life coaching and the collective through corporate coaching. At the remedial end of the spectrum, coaches with some psychological and especially transpersonal skills can provide support and a stable grounding for those who are stressed and distressed by ever-changing and trying circumstances, especially if their concerns are for their children.