

Nazar Y. Podolchak¹, Lubov M. Prokopyshyn-Rashkevych²,

Veronika J. Karkovska³

COACHING AS THE ART OF INCREASING EFFECTIVE IMPLEMENTATION OF ENTERPRISE'S MANAGERIAL POTENTIAL

The basic theoretical approaches to the definition of "coaching" have been analyzed and the authors' own interpretation of coaching position with its influence on the development of enterprise management potential is given. The key components of enterprise's management potential are defined along with the appropriate indicators for the evaluation of the development of professional qualificalational and creative potentials, and the organizational ability of a coaching user.

Keywords: coaching; coach; managerial potential; professional qualificalational potential; creative potential; organizational ability; competence.

Назар Ю. Подольчак, Любов М. Прокопишин-Рашкевич,

Вероніка Я. Карковська

КОУЧИНГ ЯК МИСТЕЦТВО ПІДВИЩЕННЯ ЕФЕКТИВНОЇ РЕАЛІЗАЦІЇ УПРАВЛІНСЬКОГО ПОТЕНЦІАЛУ ПІДПРИЄМСТВА

У статті проаналізовано основні теоретичні підходи до визначення поняття «коучинг» та запропоновано власне трактування коучингу з позиції його впливу на розвиток управлінського потенціалу підприємства. Наведено основні складові управлінського потенціалу підприємства та сформовано відповідні індикатори щодо оцінювання розвитку професійно-кваліфікаційного, творчого потенціалів та організаційної спроможності користувача коучингу.

Ключові слова: коучинг; коуч; управлінський потенціал; професійно-кваліфікаційний потенціал; творчий потенціал; організаційна спроможність; компетенція.

Рис. 1. Літ. 10.

Назар Ю. Подольчак, Любовь М. Прокопишин-Рашкевич,

Вероника Я. Карковская

КОУЧИНГ КАК ИСКУССТВО ПОВЫШЕНИЯ ЭФФЕКТИВНОЙ РЕАЛИЗАЦИИ УПРАВЛЕНЧЕСКОГО ПОТЕНЦИАЛА ПРЕДПРИЯТИЯ

В статье проанализированы основные теоретические подходы к определению понятия «коучинг» и предложена авторская трактовка коучинга с позиции его влияния на развитие управленческого потенциала предприятия. Приведены основные составляющие управленческого потенциала предприятия и сформированы соответствующие индикаторы для оценки развития профессионально-квалификационного, творческого потенциалов и организационной способности пользователя коучинга.

Ключевые слова: коучинг; коуч; управленческий потенциал; профессионально-квалификационный потенциал; творческий потенциал; организационная способность; компетенция.

Problem statement. Functioning of business is related to the ability of managers, entrepreneurs to resist the challenges of fierce competition, to get important information objectively, to demonstrate business flexibility and make effective management decisions. The correctness of choice depends largely on the availability and

¹ National University "Lviv Polytechnic", Ukraine.

² National University "Lviv Polytechnic", Ukraine.

³ National University "Lviv Polytechnic", Ukraine.

implementation of management capacity, which should combine in itself professional, innovative and intelligent, social and psychological competences. Professional competence can be received through studying, increasing qualification, carrying out trainings. However, innovative and creative competences and organizational skills are not always easily acquired and they need certain development tools, e.g. coaching.

Recent research and publications analysis. Researches on management, including coach counseling and coach management are covered in the works of domestic and foreign scholars, namely: M. Atkinson and R. Choisi (2009), E. Denysenko (2004), T. Galway (2005), A. Grant and J. Grin (2005), M. Reynolds (2003), P. Wrycza and J. Ardui (2008), N. Tomashek (2008) etc. Their writings include the ways of coaching interaction, the methods of coaching implementation. However, scientific research does not explain the main influence of coaching position in developing managerial capacity, the criteria for evaluating the effectiveness of management capacity as a result of coaching, which causes the topicality of this matter.

The purpose of the study. The aim of the study is to develop theoretical propositions and applied recommendations on the influence of coaching on the effectiveness of managerial potential use and formation of appropriate indicators for the evaluation of the development of professional qualifications and creative potentials, and the organizational ability of a coaching user.

The main results of the study. The system of generating ideas under today's pace of business development is one of the key success factors and company will only win, if its leaders are talented, ambitious and brave. We can't talk about effective functioning without competent, qualified enterprise management. Effective development of an enterprise and ensuring its competitive advantages depend largely on the leaders who are a part of the team of happy and motivated people with common values, able to work on positive results.

The team of talented leaders was, is and will be the key to success for any enterprise with any of activities. But time sets new requirements to "heads". Today's leader simply must possess and effectively use all managerial possibilities, it means on the basis of professionalism optimally use professional, creative potentials and the organizational ability to achieve permanent and efficient functioning of an enterprise.

Professional qualifying potential is characterized by the potential ability of leaders to apply their professional competences in terms of integrating knowledge and skills for the performance of professional duties and creating the conditions for enterprise's improvement and development of personnel competences.

The main feature of creative potential lies in the potential ability of management to acquire and use intellectual and innovative competences to formulate and solve new tasks, to create conditions for businesses to display its creative abilities and implement them in order to achieve goals.

Decisive for our time are changes in the nature of managerial activity of the enterprises' heads, which should have the organizational ability to be ambitious, communicative, to work in team, to be able to create a favorable climate in their team, quickly perceive information and make effective managerial decisions, to be psychologically stable in stressful situations etc. And coaching plays an important role in this, helping clients to solve managerial problems, to decide in what way will be the best to act.

In order to understand the role of coaching in developing the managerial potential, first we must define the essence of "coaching" and its main benefits of use. There are many definitions of coaching, the most known are the following: "Coaching is a new style of human resources management, the technology of which contribute to the mobilization of internal abilities and potential of employees, permanent improvement of professionalism and qualification of employees" (Tomashek, 2008). According to the definition of E. Denisenko (2004), coaching is an individual training to achieve meaningful goals, to improve mobilization of internal potential, the development of necessary knowledge and skills, learning the strategies leading to result.

A. Grant and J. Grin (2005) give another definition of coaching: "Coaching is focused on solving, result-oriented and systemic process of cooperation, during which a coach helps to improve the performance, increase life experience, self-learning and personal growth". A founder of the school of transformational coaching P. Wrycza and J. Ardui (2008) say that "coaching is an art to promote the development of other people". Effective coach helps others to realize their potential which they have already had, but it may not be shown yet. Thus, the concept of coaching is not monosemantic. The diversity is observed in its definitions: "Supporting a customer during his life in all its manifestations", "mentoring", "coaching", "systemic process of cooperation", "instrument of personal and professional development" (www.kbect.com). Coaching is very often identified with consultancy, because the basis for both processes is business consulting. But there is a difference between the two. A consultant comes from the fact that a client does not know how to solve a problem, and needs help with this, using others' knowledge, experience and ideas. A coach is sure that the client knows the best solving of managerial problems and helps only to find the most effective ways, encouraging the development of creative and organizational potentials. Moreover, coaching should not be equated with training which is used for teaching new skills and abilities. A client is always in the focus of coaching for which specific methods and individual solutions have to be chosen.

Coaching is often perceived as a form of taking care of subordinates. This is not entirely true. The task of coaching is to achieve maximum the efficiency from employees in the process of performing their tasks, and from the heads of enterprises – to make the most effective decisions. So coaching is the process of facilitating the maximum of self-disclosure and the development of professional qualifying and creative potentials, the tool of increasing the organizational ability of leaders, cooperation, focused on making the most effective managerial decisions to ensure competitive advantages of enterprise.

The central member of the coaching process is the coach who should have knowledge, skills and experience in various aspects of business management. The main task of a coach is to study the goals set by organization. A coach must accompany the leader in the process of reaching goals, establish whether it is necessary to develop such skills, which he had chosen. A coach helps in the case of some obstacles to achieve goals and thus stimulates the head to establish the causes of failures in order not to repeat them in the future. Therefore, a coach is an expert in the field of building the manager's potential who during coaching communication ensures the formation of key objectives, which are to be implemented in a specific period of time.

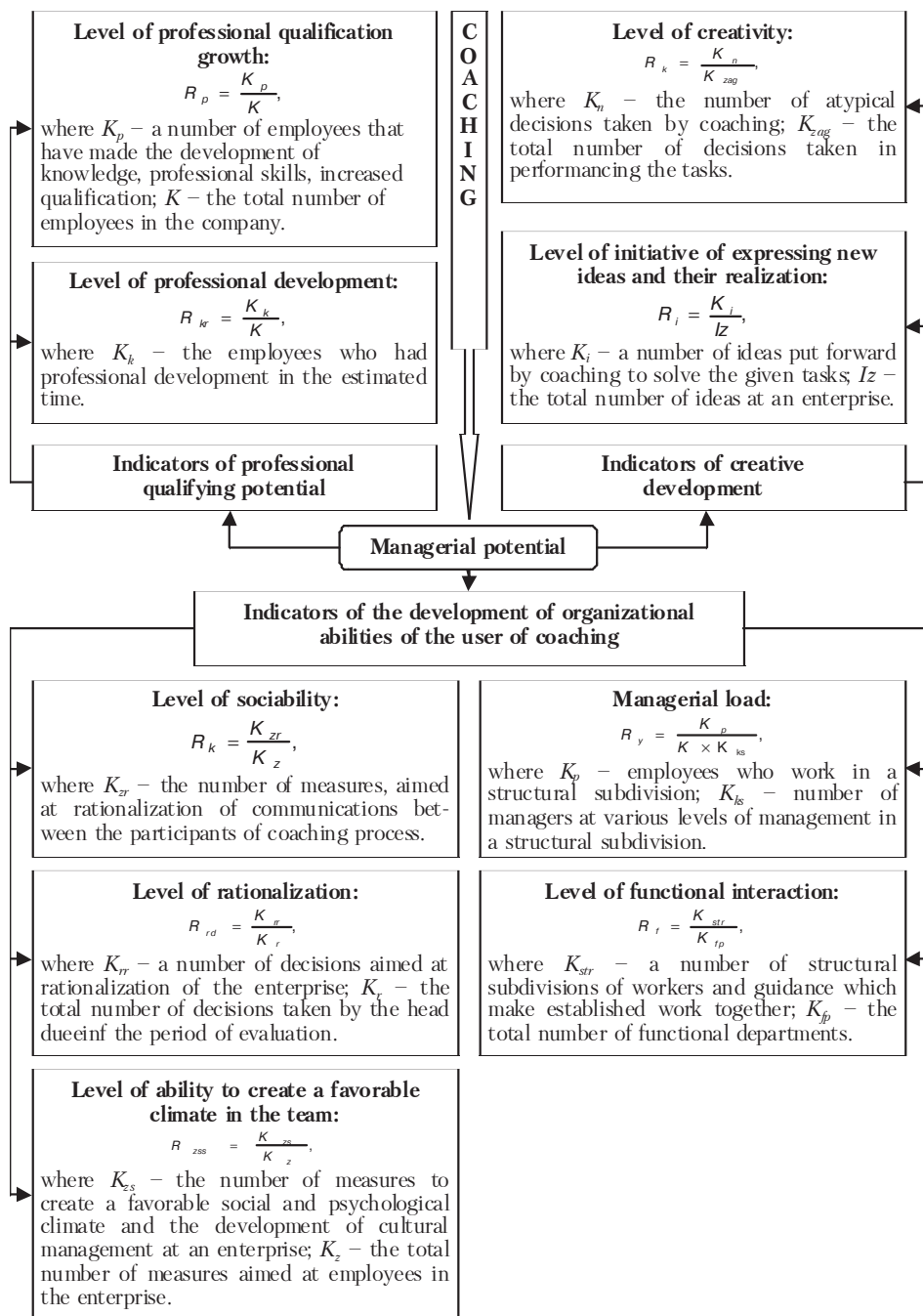


Figure 1. Indicators of evaluating the effectiveness of coaching in order to enhance the effective implementation of managerial potential, authors' construction

In accordance with that coaching is a basic tool of all the elements of managerial potential, therefore we propose a system of indicators (Figure 1), which take into account the influence of coaching in developing potential possibilities of leaders and determine the effectiveness of its application.

The main indicators of professional qualifying potential of user level coaching include professional qualification and professional growth and job development. The level of professional qualifying growth reflects changes in the characteristics of professional qualifying features of an employee. In this respect the important role is played by the quality of increasing qualification of managerial personnel as a level of knowledge and practical skills needed to perform the tasks of a certain complexity under specific conditions. Another element of professional competence is the level of professional-official development of administrative personnel at an enterprise. Professional staff development is the contents of changes which are noticeable, and is a necessary and sufficient reason for official transfers, official shifts of managerial personnel. Qualitative changes in professional and job development of staff are reflected in the change of status of a person in an organization and are manifested in the form of official career.

An important objective of coaching is to create favorable conditions for the development of creative potential of leaders at an enterprise, to increase innovations and intellectual competences. The level of creativity of the company leader as an indicator of creativity coaching is very important for business. There is a law of creativity, according which is to quality and originality of ideas at the output depends on the quality and uniqueness of the stimulus in the input. In this case, stimulus is any new event or experience. Therefore, for unique ideas we need new experiences, new developments. Every employee within an organization must be constantly encouraged to seek something new, because the result is not just a new idea that will be copied by competitors, but a system that generates a stream of ideas and that is much harder to copy.

Ideas should be realistic to implement. To realize new ideas managers must have such a trait as initiative. Initiative is needed not only to perform a task, but to feel the pleasure of it. It is felt immediately, because initiative and energy is transferred, and people are inspired, too, they want to work with pleasure.

In this relation the task of coaching is to manage this initiative, facilitating its spread and display the creative abilities of the team. The problem is that managers face a kind of "energy barriers": the instability of innovative process (loss of enthusiasm, lack of funds and time, firing talented employees). To overcome these barriers it is necessary to bring value to employees.

Brilliant ideas are always created by people with courage for their implementation. That's why brave people play a huge role in creating innovations. Courage isn't congenial. It can be brought up, therefore the most important issue for each leader is not only produce ideas, but also actively implement them. Non-standard solutions allow solving problems as quickly as possible when it is extremely necessary.

Special attention should be paid to the influence of coaching on the development of organizational ability of the leader. To develop organizational ability is rather difficult, since it is impossible to explain how to achieve functional interaction, coordinate work between functional departments, how to ensure a certain level of com-

munication skills, how to be strong-willed, how to believe in themselves and create a favorable climate in the organization. Such psychosocial competence can be demonstrated only by the example of coach, by his own behavior.

The main indicators in the development of organizational ability are the levels of administrative loads, functional interaction, communication skills, rationalization operations and the ability to create a favorable climate in the organization.

The level of managerial load is reflected in the number of employees subordinated to the head of one structural subdivisions. Depending on a company and functioning of its subdivisions, the work experience of a manager is necessary to determine the optimum number of workers who will be in his authority and ability to establish effective planning, organizing, motivating and controlling their tasks.

An essential element in evaluating organizational ability is the level of functional interaction between structural subdivisions and business leaders from the position of each of these functions, avoiding duplication.

A head of organization, shaping the communication at an enterprise must recognize the primacy of a human; consider not only external indicators of work (performance, efficiency), but also the internal state of an employee — permanent specific motivation to work effectively. This approach to personality of a subordinate requires a high level of social maturity. The level of sociability is characterized by the ability to work with people, to build good relationships in a team, namely to influence, persuade, explain, listen, lead.

The ability of a head to specially organize work include compliance with legislation, rationalization of managerial and manufacturing activities taking into account common interests and goals of a team, reducing incidents to minimum and resolving conflicts through cooperation.

The leader's ability to defend the interests of the team and each subordinate is a good tool to conquest authority and join staff members in a single group. Credulity and distrust are the most important qualities of a person that affects the climate in a team. Excessive, immoderate credulity distinguishes inexperienced people. It is difficult for them to become good leaders. But worst of all, suspiciousness to everybody, leader's distrust almost always generates the distrust of subordinates. Demonstrating the signs of distrust to people, people almost always limits the possibility of understanding, thus reducing the effectiveness of collective actions. So, first of all, it is necessary to believe in yourself, trust your subordinates, but at the same time control the execution of their tasks.

Coaching helps to develop organizational leader's ability, related to the ability to perceive and adequately interpret information, the ability to make decisions under the lack of information, time and availability of public speaking, communication skills, ability to work "as a team" ready to cooperation and solve conflicts, which contribute to full realization of the potential leader's abilities to effectively manage enterprises.

Conclusions. The development of managerial potential at enterprises is a complex process that requires adequate time and efforts. However, in today's business environment it is necessary to quickly and effectively make managerial decisions which are associated with serious responsibility and certain risks. Professional and psychological support is needed from an experienced and impartial professional,

when there are situations of making crucial decisions. That's why coaching is an important tool for increasing the effectiveness of the implemented managerial potential, enhancing domestic professional, psychological reserves and life experience of enterprises management.

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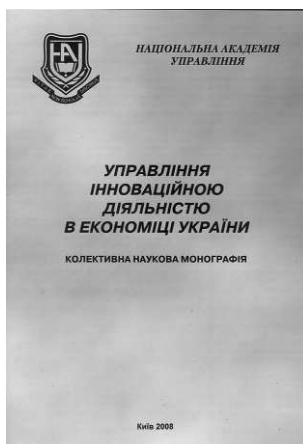
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КНИЖКОВИЙ СВІТ



СУЧАСНА ЕКОНОМІЧНА ТА ЮРИДИЧНА ОСВІТА ПРЕСТИЖНИЙ ВИЩИЙ НАВЧАЛЬНИЙ ЗАКЛАД **НАЦІОНАЛЬНА АКАДЕМІЯ УПРАВЛІННЯ**

Україна, 01011, м. Київ, вул. Панаса Мирного, 26
E-mail: book@nam.kiev.ua
тел./факс 288-94-98, 280-80-56



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Монографія присвячена управлінню інноваційною діяльністю в економіці України. В основу викладу матеріалу монографії покладені багаторічні дослідження науковців в галузі економічної теорії, фінансів та банківської справи, які були апробовані на сторінках авторитетного журналу «Актуальні проблеми економіки» в 2004–2007 роках. В монографії обґрунтовано основні інноваційно-інвестиційні напрямки та проблеми розвитку економіки України та управління даними процесами.