

Academic Paper

# How experiencing executive coaching helps coachees feel they are independent learners and self-coaches: an interpretative phenomenological analysis

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## Abstract

Executive coaching is a popular leadership development intervention. Despite the popularity, our understanding of how executive coaching facilitates learning and development is under-researched. We addressed this research gap by exploring how business leaders interpreted their executive coaching experience using interpretative phenomenological analysis as the research methodology. After purposively selecting three coachees and two coaches, we conducted two semi-structured interviews with each participant. The data analysis revealed that executive coaching helped coachees to become independent learners and to coach themselves and others. These findings establish an enhanced understanding of how coaching may facilitate leadership learning and development.

## Keywords

Executive coaching, Adult learning and development, Independent learning, Self-coaching

## Article history

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## Introduction

Leadership learning and development continues to be one of the strategic priorities in organisations (Day et al., 2014). However, the skills required to perform in the current business environment appear to remain unimproved and conventional development programmes are becoming increasingly obsolete as the “challenges facing contemporary leaders (...) tend to be too complex and ill-defined to be addressed successfully through (...) traditional developmental interventions” (Day et al., 2014, p.64). Executive coaching has been identified as a remedy to address such complex leadership demands (Ely et al., 2010; Korotkov, 2017).

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## **Table of Contents Experiencing Executive Coaching**

1. Understanding the eBook Experiencing Executive Coaching
  - The Rise of Digital Reading Experiencing Executive Coaching
  - Advantages of eBooks Over Traditional Books
2. Identifying Experiencing Executive Coaching
  - Exploring Different Genres
  - Considering Fiction vs. Non-Fiction
  - Determining Your Reading Goals
3. Choosing the Right eBook Platform
  - Popular eBook Platforms
  - Features to Look for in an Experiencing Executive Coaching
  - User-Friendly Interface
4. Exploring eBook Recommendations from Experiencing Executive Coaching
  - Personalized Recommendations
  - Experiencing Executive Coaching User Reviews and Ratings
  - Experiencing Executive Coaching and Bestseller Lists
5. Accessing Experiencing Executive Coaching Free and Paid eBooks
  - Experiencing Executive Coaching Public Domain eBooks
  - Experiencing Executive Coaching eBook Subscription Services
  - Experiencing Executive Coaching Budget-Friendly Options
6. Navigating Experiencing Executive Coaching eBook Formats

- ePub, PDF, MOBI, and More
- Experiencing Executive Coaching Compatibility with Devices
- Experiencing Executive Coaching Enhanced eBook Features
- 7. Enhancing Your Reading Experience
  - Adjustable Fonts and Text Sizes of Experiencing Executive Coaching
  - Highlighting and Note-Taking Experiencing Executive Coaching
  - Interactive Elements Experiencing Executive Coaching
- 8. Staying Engaged with Experiencing Executive Coaching
  - Joining Online Reading Communities
  - Participating in Virtual Book Clubs
  - Following Authors and Publishers Experiencing Executive Coaching
- 9. Balancing eBooks and Physical Books Experiencing Executive Coaching
  - Benefits of a Digital Library
  - Creating a Diverse Reading Collection Experiencing Executive Coaching
- 10. Overcoming Reading Challenges
  - Dealing with Digital Eye Strain
  - Minimizing Distractions
  - Managing Screen Time
- 11. Cultivating a Reading Routine Experiencing Executive Coaching
  - Setting Reading Goals Experiencing Executive Coaching
  - Carving Out Dedicated Reading Time
- 12. Sourcing Reliable Information of Experiencing Executive Coaching
  - Fact-Checking eBook Content of Experiencing Executive Coaching
  - Distinguishing Credible Sources
- 13. Promoting Lifelong Learning
  - Utilizing eBooks for Skill Development
  - Exploring Educational eBooks
- 14. Embracing eBook Trends
  - Integration of Multimedia Elements
  - Interactive and Gamified eBooks

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