

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).

Experiencing Executive Coaching

**Rodney L. Lowman, California School of
Organizational Studies at Alliant
International University**



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Becoming an Exceptional Executive Coach Michael Frisch, Robert Lee, Karen L. Metzger, 2012 Business management

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Being a Systems Psychodynamic Scholar Frans Cilliers, 2019-12-17 This Festschrift has been compiled by Sanchen Henning in honour of the work of Professor Frans Cilliers On behalf of colleagues and friends in South Africa and abroad she illustrates their appreciation and respect for his role as scholar in Systems Psychodynamics He produced various pioneering research projects in Organisational Psychology as his field of study through the Systems Psychodynamic lens A specific feature and contribution of the book is the application of Systems Psychodynamics to organisational matters and leadership consulting as well as to the lived experiences of postgraduate students and academics The chapters include themes relevant on individual group and organisational levels and are intended to contribute to the body of knowledge in the field

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[The Coaches' Handbook](#) Jonathan Passmore, 2020-10-13 This comprehensive practitioner guide provides an accessible evidenced based approach aimed at those new to coaching and who may be undertaking coach training for a certificate in coaching or professional credentials or accreditation with the AC ICF EMCC CMI or ILM The book will also be useful for those who want to enhance their coaching skills The Coaches Handbook is edited by Jonathan Passmore an internationally respected expert and executive coach with chapters from leading coaching practitioners from across the world The book is divided into seven sections Section one examines the nature of coaching its boundaries the business case for coaching and how organisations can build a coaching culture Section two focuses on deepening our self understanding and understanding our clients the non violent communications mindset and the coaching relationship Section three focuses on the key skills needed for coaching including goal setting powerful questions active listening using direct communications and the role of silence emotions and challenge in coaching Section four offers a range of coaching approaches including behavioural person centred solution focused psychodynamic neuroscience narrative positive psychology out door eco coaching team coaching careers coaching and integrated coaching Section five focuses on fundamental issues in coaching such as ethics and contracting and evaluation Section six explores continuous professional development reflection and the role of supervision as well as how to establish your coaching business The final section contains a host of coaching tools which practitioners can use to broaden their practice Unique in its scope this key text will be essential reading for coaches academics and students of coaching It is an important text for anyone seeking to understand the best practice approaches that can be applied to their coaching practice including human resources learning and development and management professionals and executives in a coaching role

Valuing Peak Experience in Everyday Lives Kay A M Weijers, Elaine R J Cox, 2025-03-04 Valuing Peak Experience in Everyday Lives takes Abraham Maslow's concept of peak experience and compares how people have encountered transcendent peak experiences and related phenomena such as flow and peak performance in their everyday lives By examining existing research and sharing people's actual encounters in different contexts such as music education sport creative arts and nature the importance and value of peak experiences and self transcendence in our lives can be better understood and fostered The book explores the challenges benefits and opportunities presented by understanding peak experience in contemporary contexts Drawing on research from positive and transpersonal psychology each of the 12 chapters reports on a work or leisure context where peak experiences

have been generated and studied The chapters are introduced by drawing on relevant theory and research and then expanded via accounts vignettes and examples from people immersed in those activities or contexts to provide a blend of case stories and theoretical foundations The book is valuable reading for professional practitioners such as psychologists educators coaches psychotherapists and those interested in personal development Also it will be relevant for students of transpersonal and positive psychology as well as humanism and human development interested in understanding transcendent peak experiences and related concepts such as flow The American Superintendent 2020 Decennial Study Christopher H. Tienken,2021-04-19 The 2020 AASA Decennial Study of the Superintendent is an extension of national decennial studies of the American school superintendent that began in 1923 The research was conducted in late 2019 and early 2020 The results are presented in various ways throughout the study ranging from aggregate findings to two and three level crosstabs that disaggregate data by eight different enrollment categories Just as findings from previous decennial studies suggested the various job related happenings of superintendents are not always homogeneous They can be influenced by a multitude of factors such as district enrollment demographic characteristics of the superintendents and characteristics of the students and communities they serve *The Practice of Leadership* Jay A. Conger,Ronald E. Riggio,2012-06-29 This book includes contributions from top scholars who outline the best leadership practices for the benefit of the practicing leader Each chapter focuses on a specific area of leadership practice and ends with a set of take away best practices in each area an executive summary in reverse that will serve as a quick reference for those who might want to peruse chapters but still extract the best practices as well as a summary for those who thoroughly read each chapter Jay Alden Conger and Ronald Riggio have brought together a galaxy of sophisticated yet practical experts on leadership stressing both the complexity and indispensability of both transactional and transforming leadership with the blessing of the pioneering student of leadership Bernie Bass James MacGregor Burns professor emeritus Willams College and Pulitzer Prize winner

Organization Change W. Warner Burke,2023-04-04 Change is a constant in today s organizations Leaders managers and employees must understand how to implement planned change and handle unexpected change The Sixth Edition of Organization Change Theory and Practice provides an eye opening exploration into the nature of change by presenting the latest evidence based research to discuss a range of theories models and perspectives on organizational change Bestselling author W Warner Burke skillfully connects theory to practice with modern cases of effective and ineffective organizational change recent examples of transformational leadership and planned and revolutionary change and best practices to successfully influence change The fully updated sixth edition includes a new chapter on current evidence about organization change including reviews of prescriptive models of planned change evidence based principles of change management the role of an organization s history as part of the change process and leaders impact on organizational change

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conducting body ncert level of the exam national mode of the exam offline exams mental aptitude test scholastic aptitude test

class level 10th standard exam duration 120 minutes for both mat and sat