

A review of coaching leadership style in transformational leadership practices

Victor Christianto & Florentin Smarandache

Abstract

In a recent paper, there is a discussion aiming to propose a mathematical method for measuring the transformational leadership degree in the company. The method is based on the opinion of colleagues and subordinates of the leader about its leadership capacity, rather than on the study of its own personality. The method is derived from the neutrosophical psychology theory, since it is considered not only the concepts of <leadership> or <anti-leadership>, but for the first time the <a-leadership> is defined to classify those people who exist in the organization that neither direct, nor restrain the development of the company, moreover, the a-leadership can be a component of any leader's personality.

Introduction

Leadership is a subject which has become the standard topic to be learned by anyone who wants to be effective in any organization, both small and large. It is commonly accepted that leadership capacity and styles can affect significantly the organizational achievements. Theoretical examinations of successful leadership practices that have influenced the world have revealed leadership style as an indicator of organizational success as it relates to follower influence. The most influential approach will include the use of multiple leadership styles.

For an entrepreneurial leadership, an ideal transformative leader is important, this leader is the one who elevates his group to a higher level of commitment, in which each worker is responsible for the strategy that is being carried out, empowering him or her of their functions. and making him feel proud at work.[1]

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the first time the <a-leadership> is defined to classify those people who exist in the organization that neither direct, nor restrain the development of the company, moreover, the a-leadership can be a component of any leader's personality.[1]

The transformational leadership philosophy is based on the four i's, "individual consideration, intellectual stimulation, inspirational motivation and idealized influence, identified by Bass & Avolio (1994)", (p.38), Transformational leaders look for new ways of collaboration, are not intimidated by risk but see it as an opportunity, and they are not keen on supporting the status quo. These leaders do not "react to environmental circumstances, they attempt to shape and create them".

Practice of coaching as transformational methods

It is known that Transformational leadership offers an individual approach, since it directly supports followers, where communication is a fundamental element that influences the flow of different ideas, useful for making special recognitions to the people who contribute the most to the value of generating better returns and ideas.[1]

One key skill in transformational leadership is coaching. In fact this can be determining factor in leader's achievements.

Studies also reveal that one of the most effective leadership style is leader-coach approach. Organization stakeholders have found that the emerging practice of leadership coaching can increase the success of executives while enhancing the quality of the workforce and organizational culture overall (Gladis, 2007, pp. 58-61). This a form of personal training that creates value by providing leaders with a "developmental process for focusing on growing the emotional and relational aspects of their leadership capacity, by addressing specific relationship challenges and how the leader might handle them differently" (Hawkins, 2008, p. 30).

Coaching leadership style (CLS) by project managers

Managing projects is unquestionably a difficult job. It requires a leader who can manage a singular but complex event that consists of a multifaceted range of activities. The project

manager's responsibility is to plan, organize, staff, monitor, evaluate, control and lead the project team, from project inception to final completion and success. This job involves diverse challenges, such as coping with a complex project environment, dealing with problems across functional lines, handling conflicts and managing change. One of a project manager's most important core tasks is managing the team (Zwikael and Unger-Aviram, 2010). Often project teams are composed of a mixture of specialists, fulfilling specific roles with varying accountability relationships to the project manager. See [4].

There is a report telling on how project managers often use coaching leadership style to their team. The research findings show that to succeed with a CLS, project managers must have a large toolbox, which includes signature strengths, self-management and a give culture. Further, the paper describes how a model consisting of two learning processes can help to implement a CLS in practice. [4]

Mulec and Roth (2005) argue for coaching as a means for increased learning and reflection in projects. This view corresponds with Downey's (2003) definition of coaching as 'the art of facilitating the performance, learning and development of another'. Withmore (2010) suggests an alternative definition: 'Coaching is unlocking people's potential to maximize their own performance'.

Coaching leadership theory

Although much has been written about coaching, relatively little of it addresses what a CLS entails (Cox et al., 2010). In addition, research is lacking about the outcomes of a CLS (Cox et al., 2010). Nonetheless, CLS is included as an important part of several established leadership theories (Bass and Avolio, 1994; Blanchard, 2007). For example, Meyers (2012) argues that CLS helps employees develop personally and with a long-term perspective. The leader supports and challenges colleagues, with the intent of helping them achieve individual development goals. Consequently, a CLS is most effective when managers want to help their employees build lasting personal strengths. In contrast, Benincasa (2012) argues that a CLS has almost no effect when employees are not open to feedback or are not willing to learn. [4]

Cox et al. (2010) find that leaders who succeed believe they have the skills and experience necessary to coach their employees. They perceive self-efficacy and the right skills to establish trust and build good relations with their employees. Most important, these leaders really care about their employees and truly want to help them succeed. They emphasize learning as a key element of coaching. Learning is most effective when it is integrated as part of the work; employees receive feedback and are encouraged to learn by themselves (Hicks, 2014). However, Cox et al. (2010) caution that employees must have the necessary capability to learn, be willing to learn, receive relevant information and understand why they need to learn.

Old roles and new roles of a leader

In the preceding sections, we already discussed how coaching-leadership style can be quite effective. In fact, considering that millennial generation has now began to replace baby boomers as economic drivers, we shall consider new roles of a leader in new settings. See Diagram 1 and Diagram 2 below.

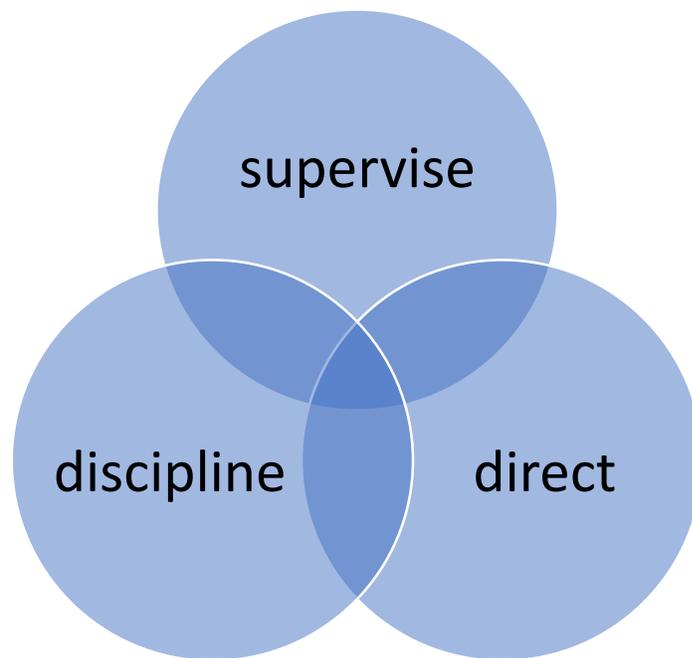


Diagram 1. Old roles of a leader (The Old School)



Diagram 2. New roles of a leader (The New School)

Therefore, a leader should learn to adapt to new environment driven by better and more equal communication, in order to become effective in his/her transformative role.

To summarize, a leadership coaching program is wired for transformational change because

- It is founded on the belief that leaders come to coaching with wisdom and experience about their work.
- It begins with the passions of coachees and the sense of purpose that comes from being a member of the organization.
- It views events that occur during the change process as opportunities to learn.
- It helps coachees mobilize the process of change surrounding the initiatives they launch.
- It supports coachees in building social capital and in building leadership capacity in others.
- It brings a systemic view to the conversation, helping coachees develop awareness of the whole and create conditions for change.

- It helps coachees deepen their leadership skills as a simultaneous by-product of performing meaningful work.
- It employs processes that awaken coachees to what is possible, and to what has been holding them back.

When leadership coaching is grounded in ideas that arise from what we know about transformational change, it promises to support leaders who seek to go beyond managing the status quo, to create organizations where more people leverage their energy for meaningful change.

Concluding remarks

This review paper emphasizes on leader-coach style. While leadership styles have been studied for long time, recent studies have shown the necessity of leader-coach style in transformation leadership method, as one effective way to improve organization performances.

We also review old roles and new roles of a leader, considering growing participation of millennial workers in the present era.

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