Managerial coaching: challenges, opportunities and training

Grace McCarthy (Sydney Business School, University of Wollongong, Wollongong, Australia)
Julia Milner (School of Psychology, Deakin University, Melbourne, Australia)
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Abstract
Purpose
The purpose of this paper is to provide insights into the growing practice of managerial coaching. Much of the coaching literature is set in the context of an external coach coming into an organisation. However managers are increasingly being expected to coach their employees, a change in role which can create tensions.

Design/methodology/approach
This paper examines the literature on coaching managers. The paper also discusses practical implications for coach training.

Findings
This paper identifies key differences in the issues faced by coaching managers and by internal/external coaches and recognises the importance of adequate training of managers in coaching skills as an important issue for organizations to tackle. Furthermore, the development of a supportive coaching culture should not be underestimated in facilitating managers to apply their coaching skills on a daily basis.

Originality/value
The paper gives an overview of the challenges of the coaching managers, identifies areas for development/consideration of coaching training programs and offers practical suggestions for supporting managers in applying their coaching skills.

Keywords
Coaching | Management development | Management competencies | Leadership development | Skills development | Communication | Trust

Citation

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Executive Coaching Program. Training for Facilitators. Consulting Services. Large Group Learning Events & Key Note Speaking. Bottom Line Leadership Training. Leadership Team Alignment Journey. Learning and Development Advisory Services. Discovering the “stickiness,” or sustainability of a training program is challenging at best. L&D professionals must find and implement an effective way to ensure skills are learned and applied in the real work environment. 6. Instilling Conflict Management Skills. Keeping corporate training and development as a top priority in an organization is challenging. 10. Adapting Training to Millennials. Traditional training methods may not work with Millennials. – This paper examines the literature on coaching managers. The paper also discusses practical implications for coach training. Findings. – This paper identifies key differences in the issues faced by coaching managers and by internal/external coaches and recognizes the importance of adequate training of managers in coaching skills as an important issue for organizations to tackle. – The paper gives an overview of the challenges of the coaching managers, identifies areas for development/consideration of coaching training programs and offers practical suggestions for supporting managers in applying their coaching skills. Keywords. Coaching. The challenges of training and development in an organization are fairly similar wherever you go, especially when you are establishing your training program, and can be parsed down into a few key considerations. So, what are the most common challenges faced by training managers? How can they be overcome? Here are some ideas and suggestions for you to consider. What training needs to be delivered – and to who? The first of the most common issues in training and development is pretty obvious – what exactly should your program be comprised of? A big problem some Learning and Development managers Managerial Coaching: Challenges, Opportunities & Training. AUTHORS Dr Grace McCarthy, Sydney Business School, University of Wollongong, Australia Dr Julia Ahrens, School of Psychology, Deakin University, Melbourne, Australia. ABSTRACT. Keywords: coaching, management competencies, leadership development, skills development, communication, trust. Here are 12 challenges first-time managers may face. 1. Getting to know your team and their pain points. 2. Shifting your mindset from contributor to leader. That might include working with a coach, reading up on management, or speaking to other leaders about strategies and approaches for managing a team successfully. Pro Tip: Try setting aside dedicated time in your agenda for employee “drop in” hours. Whether it’s done remotely or in an office, reserving this block of time is a nice reminder that their needs are important. You might feel pressure to have all the answers in your new managerial role, but it’s okay if you don’t. In fact, it’s normal. Ask HR about training that you might not know about. Seek out opportunities that can help you and your team succeed. Pro Tip: Find a mentor.