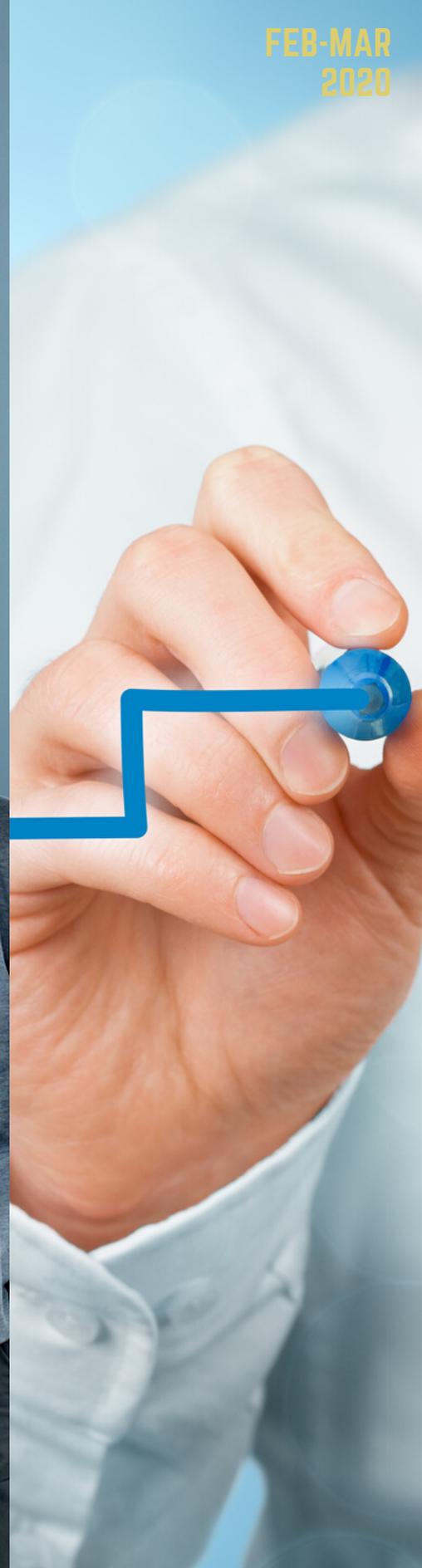


# Leader and Manager as Coach



AN EXPLORATORY STUDY OF COACHING  
WITHIN ORGANIZATIONS



by Atchara Juicharern, Ph.D.

**ACCOMM**  
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*“To grow  
our business,  
we need to  
first grow  
our people.”*



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## **SPEED OF CHANGE**

It is “people and their increasing capability” that drives organizations’ effectiveness and profit. Especially in the era of digital disruption, a timely reskilling and upskilling will determine the business’s success and speed of strategic changes.

## **TODAY, LEADERS AND MANAGERS DON’T HAVE ALL THE ANSWERS.**

In a time of unprecedented change, leaders and managers simply don’t have all the answers.

Leaders’ and managers’ coaching skills have become increasingly crucial for engaging their teams in continuous development, getting market insights quickly, and aligning strategic priorities.

Several studies highlight the importance of leaders who lead and coach.

Based on one of our studies in 2016-2017 on “Creating Coaching Culture”, 80% of respondents agreed that coaching was highly important to short and long term success of organizations. These 200 respondents were leaders and managers from 50 different organizations.



# LEADER AND MANAGER AS COACH

Several studies highlight the importance of leaders who lead and coach.



## STRATEGIC EXECUTION

Harvard Business Review Analytic Services and the Brightline Initiative recently surveyed 1,636 respondents worldwide to find out the boundaries in improving strategic execution.

They found that organizations that achieved 80% or more of their strategic targets and those that could quickly adapt to changes in the markets and customers' demands place great importance on leaders with coaching capabilities.

In terms of strategy design and integration, these leaders tend to also be successful at creating transparency and teams that share ideas.

Reference: Harvard Business Review Analytic-Services (2019). Testing organizational boundaries to improve strategic execution, Sponsored by Brightline – Project Management Institute, MA: Harvard Business School Publishing.



## A GREAT LEADER - A GREAT COACH

Coaching within organizations has become a very important mechanism for teams and various parts of organizations to become agile and to collaborate more smoothly.

Great coaches excel in genuine listening and empathy. They not only support the individuals they coach in achieving their goals, but they also inspire these individuals and stretch their ability to analyze themselves and their situations.

Organizations today require that leaders possess the ability to both lead and coach.



## A GROWING TREND

The International Coaching Federation (ICF) is a nonprofit organization dedicated to professional coaching. ICF has been conducting research and studies on various aspects of coaching in the global community.

ICF Studies have illustrated the organizations' growing attention of developing leaders' and managers' coaching skills.

In an ICF's 2019 Coaching Culture Study, 83% of this study's participants plan to expand the scope of their managers/leaders using coaching skills during the next five years.

Reference: Fillipkowski, J., Heverin, A. and Ruth, M. (2019). Building strong coaching cultures for the future, Human Capital Institute (HCI) and International Coach Federation (ICF). Accessed at <https://coachfederation.org/research/building-a-coaching-culture>

# ONE TO ONE COACHING VS. TEAM COACHING



## INDIVIDUAL AND TEAM

Leaders and managers do not only apply one-to-one coaching. They also apply team coaching to drive their teams' development and alignment.

The main difference of one-to-one coaching and team coaching is that while one-to-one coaching focuses on an individual's needs and goals, team coaching focuses on the team's needs and the team's shared goals.

# A COACHING STUDY BY ACCOMM GROUP

77%



In 2018, the AcComm Group conducted a study by surveying 480 Thai leaders from 28 organizations in order to better understand the context of how leaders and managers apply coaching within organizations.

66%



Seventy-seven percent of the leaders used one-to-one coaching to improve their subordinates' performance; sixty-six percent of the leaders used one-to-one coaching to help their subordinates adjust to changes; sixty-four percent of the leaders also applied team coaching to develop their teams' performance and 57% applied team coaching to drive changes.

64%



57%



Over 50% of the leaders also applied coaching skills with their family members and friends

52%



Respondents were leaders who have been trained on coaching definition and coaching skills.

*To grow our business,  
we first need to grow our people.*

*To grow our people,  
we first need to grow the leaders' and  
managers' coaching skills and capabilities.*



# NOW AND THEN

By 2025, it is predicted that Millennials will become 75% of the workforce. The leader and manager as coach is one of the most important characteristics that these employees deem important.

Additionally, many leading organizations have shared their best practices of prioritizing and emphasizing coaching conversation over the twice-a-year performance management discussion.

The outcome of this approach seems to have yielded great results, such as less-stressful conversation with employees, better employee engagement, and greater speed in removing barriers.

Coaching, with the right process and system, helps organizations and people to adapt and develop themselves in times of change.

**However, this also puts effective coaching skills training into the limelight.** In order to create and sustain a coaching mindset and culture, leaders and managers need to be equipped with the skills and tools that are practical and relevant to their strategic directions and executions.



**LESS-STRESSFUL CONVERSATION**



**BETTER ENGAGEMENT**



**GREATER SPEED IN REMOVING BARRIERS**

# About Us

AcComm Group provides learning and development solution to organizations in Thailand and other countries in Asia.

We partner with learning and development program providers around the world that are creating the most innovative and effective programs utilizing the latest and the most practical performance models. We only deliver training and development programs that have been proven to improve results.

## WE ARE AWARD WINNER OF:

- Training Company of the Year (2018) - organized by CHRO Asia, Thought Leaders and World CSR Day
- Top Ten Leadership and Coaching Skills Training Company in APAC (2019) - featured by HR Tech Outlook Magazine
- Best Practice in Learning Transfer in Improving Business Bottom Line - in 2018 Asia's Training & Development Excellence Awards hosted by WORLD HRD CONGRESS and CHRO Asia
- Most Talented Coaching Leaders Awards (2019) - hosted by World HRD Congress, CHRO Asia, World Federation of Human Resources Professionals

### About the author: **Atchara Juicharern, Ph.D.**



Atchara (Cara) is awarded # 1 Coach in Asia by Dr. Marshall Goldsmith - the world's most influential leadership thinker and executive coach.

She has helped leading organizations in Thailand and other countries develop leadership and innovative people development programs.

Atchara is a pioneer in creating and developing simplified coaching process for leaders at all levels. The process has helped executives & leaders integrate coaching in leading and managing. Her innovative model has enabled agility and transformation needed by modern organizations.

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hello

# THANK YOU!

Our coaching studies were made possible by the generous support from the respondents who are leaders and managers of our coaching programs.

We are deeply grateful to have their never ending support. Their responses have been the most important part of the projects. We would like to take this opportunity to recognize and thank these great leaders and manager. Their participations are truly appreciated.

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