

# Chapter 17

## Coaching Style Leadership

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### ABSTRACT

*Coaching is a facilitating relationship between people that can be used to increase individual or organizational performance. In this context, coaching can be considered an important leadership skill. One of the roles of a leader is to develop employees. Effective leadership means being an effective coach because coaching style leadership is a process that supports employees. However, it is stated that coaching style leadership is the least used leadership approach. If the leader manages the organization according to coaching principles, it activates the positive emotions of the employees and provides permanent change. Coaching style leadership requires a different approach from today's leadership approaches. As the pioneers of a highly digitalized world, the alpha generation is expected to produce solutions to problems affecting humanity and to exhibit a revolutionary approach to ethical values and sustainability. Therefore, it can be stated that coaching style leadership is the most suitable leadership approach for the alpha generation.*

### INTRODUCTION

Coaching is a facilitative and supportive relationship established for the purpose of achieving change and learning or reaching a new level of individual/organizational performance (Boyatzis et al., 2022: 31). In this context, coaching is seen as an important part of leadership skills (Ocak, 2020: 63; Uyar, 2022: 40) and a valuable leadership behavior (Stanier, 2021: 19). If the leader manages the organization according to coaching principles, he or she both raises standards and develops employees (Whitmore, 2019: 71). Therefore, coaching skills can be considered as key leader behaviors that help organizations create competitive advantage (Lee et al., 2019). This is because coaching does not try to help people

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solve urgent problems or achieve specific goals; it enables people to discover their hopes and dreams, mobilize positive emotions and bring about lasting change (Boyatzis et al., 2022: 18). Indeed, Heslin et al. (2006) summarized existing studies on coaching and stated that coaching has three dimensions: guiding, facilitating and inspiring.

According to the Situational Leadership Model put forward by Hersey and Blanchard in the late 1960s, coaching and mentoring are among the effective methods that managers can use in the field of leadership (Uyar, 2022: 40). Goleman, in his article titled “Leadership that gets results”, accepted coaching as one of the six basic leadership behaviors and argued that the main purpose of coaching style leadership is to develop employees’ personal resources; it has a positive impact on performance, organizational climate and results (Goleman, 2000). Nevertheless, Goleman stated that many leaders do not have time for “the slow, laborious work of teaching people and helping people develop” and that this is why the coaching style leadership is the least used leadership approach. Whitmore (2019: 65) also states that leaders can be a coach. As a matter of fact, today coaching is considered as a communication method that should be adopted by leaders (Whitworth et al., 2022: 15). Organizations are also investing in training to improve the coaching skills of their managers and leaders to enhance employee well-being and performance and facilitate organizational and personal change (Milner et al., 2018; Wadhwa, 2024). In Deloitte’s 2024 Global Human Resources Trends Report, which was conducted with 14 thousand participants from 95 countries, it was emphasized that organizations need to focus more on the human factor in order to be successful in the future, and that increasing employee engagement and employee performance is an important issue (HBR, 2024: 20). In this context, coaching style leadership provides a theoretical basis for organizations to adopt a people-oriented approach in their relationships with employees (Zuberbuhler, 2020).

Coaching helps people to learn how to accomplish certain tasks and encourages people to learn (Armstrong, 2023: 70). The role of the leader is to get the job done and develop employees (Whitmore, 2019: 70). In this context, being an effective leader means being an effective coach, so coaching skills are essential for effective leadership and a positive workplace culture (Zuberbuhler et al., 2020). Coaching style leadership is a daily process of providing support to employees and helping employees identify opportunities to achieve their individual development goals (Zuberbühler et al., 2023). However, coaching style leadership requires a different approach than traditional leadership styles. This is because coaching style leadership is different from top-down leadership styles characterized as directive, controlling and bureaucratic (Yuan et al., 2019). Coaching style leadership is a leadership style that listens, helps, supports, develops, removes obstacles, empowers (Karlsen, 2016), encourages, inspires, guides (Dahling et al., 2016), considers the needs of employees, enables employees to use their intelligence and skills (Cui et al., 2022), encourages and focuses on employees to take on new challenges (Ellinger et al., 2008) in order to increase employees’ job performance. In organizations governed by coaching principles and approaches, employees generate their own answers (Milner et al., 2018) and take more responsibility (Barutçugil, 2018: 19), which means that leaders control and direct employees less (Berg & Karlsen, 2016). In the coaching style leadership approach, the leader forms an alliance with employees and engages in a process similar to that of coaches (Zuberbuhler, 2020).

In today's business world, different generations work together. It is recognized that each generation has its own characteristics. Shragay and Tziner (2011) define the concept of generation as a group of people born and raised in a similar social and historical atmosphere. Although there are opinions that the concept of generations is a popular topic, that these differences are based on anecdotes, that research has not yielded consistent results, that national culture is effective in differences and that differences are

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