


# Chapter 7

## Coaching: A Strategic Tool for Human- Centred Public Administration

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### ABSTRACT

*This chapter focuses on the use of coaching as a strategic tool for the development of public sector executives. As a human resource management and development practice, the public sector incorporated it recently. In the Greek public sector, Law 4940/2022 institutionalized coaching, for first time, as one of the proposed methods for developing the skills of directors of general directorates or directorates. Through this article, we aim to communicate its introduction into Greek public administration, refer to successful examples from other countries, and contribute to its dissemination and integration into the culture of the public sector.*

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## 1. INTRODUCTION

In recent decades, both individuals and organizations chose Coaching as a practice for personal and professional development.

We understand Coaching as a two-way learning process, in which the coach, through active listening and empathy, poses open questions in order to receive clear answers that will help the coachee achieve professional and personal goals.

In the workplace, it is an emerging practice for human resource development, problem solving, and change management. More and more organizations are choosing this particular tool to help managers develop their leadership skills and for staff to discover their strengths and weaknesses in order to achieve their professional goals.

The role of the coach is to help the client clearly define their goal, to develop specific action plans designed to achieve that goal, and to create mechanisms so that the client is accountable for their progress toward achieving the goal (Grant, 2021).

The chapter presents the assumption that coaching is an important tool in the toolkit of the modern Administrative Executive-Leader in the Public Sector, which contributes to the development and/or improvement of their skills and performance, to the achievement of organizational goals, and, consequently, to the development of the organization's human resources.

Through this article, our goal is: a) To contribute to the conceptual definition of coaching and to present its models; b) to describe the leadership style based on coaching, the leadership coaching style, and to highlight the potential benefits for public sector managers, human resources, and their performance; c) to present best practices for the implementation of coaching, with a review of both international and Greek research; d) to examine the mechanisms through which the development of a coaching culture is pursued both internationally and in the Greek public sector, while also highlighting the gaps and challenges observed in the implementation of these practices.

Follows we present the analysis of the sections:

Part 2 presents a literature review on coaching, highlighting its development, definitions, models, and specializations,

Part 3 analyzes and examines coaching as a leadership style, focusing on the concept of managers who adopt coaching as a leadership style—leadership coaching style—taking on a guiding role or applying coaching skills in their work environment, with particular emphasis on its application in the Public Sector. Through a historical review, based on relevant literature and articles, it focuses on the benefits arising from this practice.

Part 4 discusses the findings, comparing international data with the Greek context.

Part 5 addresses limitations and future research.

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