



ROI MEASURES OF LEADERSHIP



CONFRONTING LEADERS



2019 CONFERENCE REVIEW



USE & EFFECT OF COACHING

ISODC

APRIL 2019 NEWSLETTER



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Letter from the Editor by Rebecca Minor

Welcome to our April, 2019 issue of the ISODC newsletter!

I hope that everyone is having a wonderful Spring season so far. I myself, have been lucky here in California, to see many stunning wild flowers and enjoy spotting the wildlife out and about again, after their winter hibernation.

I want to let our readers know that due to some new and exciting work commitments, this will be my last issue as Editor. So, instead of my usual synopsis of our articles, today I want to say in this greeting to you all, a great big thank you! Ever since, I joined the ISODC Newsletter team in 2015, I have been privileged to meet and interact with some brilliantly creative and forward-thinking individuals! I have appreciated all of the learning opportunities that I have been afforded, via participating within our esteemed organization. That being said, this is not a goodbye but merely taking a step back, from occupying an official role within the ISODC. I do, of course look forward, to the opportunity of engaging with everyone in a more informal capacity in the future, via our conferences and special events.

We hope you enjoy reading our Spring Edition of the ISODC newsletter and have a fantastic season ahead!

SAVE THE DATE!

The International Society for Organization Development and Change will host the “2019 ISODC Conference” is scheduled for 15th of May, 2019 through the 18th of May 2019 and will be held in Denver, Colorado. There will be more information to follow, as to the specifics regarding topic/s and the agenda for this conference. So, be sure to keep an eye on the ISODC website, to find out more information as it becomes available by visiting: <https://www.isodc.org>

As a reminder:

We often have exciting webinars on the horizon. So, feel free to log on to the ISODC website periodically, to explore our upcoming webinar events. Please visit: https://www.isodc.org/news_events for more information.

We always welcome hearing from you regarding the work you are doing both for newsletter articles and for the Organization Development Journal (www.isodc.org in the members' only section). If anyone is interested in taking on the role of being newsletter editor or if

you would like to submit an article for review to be published in an upcoming edition, of the ISODC Newsletter (or simply ask questions about the process) please contact Kim Barker at kimjbarker@gmail.com.

In the event you submit a newsletter article, please also provide a short biography of yourself as the author (of 50-75 words) with an accompanying picture of yourself to be published alongside your submission. ISODC hopes to hear from soon, after reading this issue!

Remember- If you would like to provide useful suggestions or comments regarding upcoming Information Exchange opportunities or ISODC virtual roundtable discussions/webinars, feel free to contact ISODC via email at info@isodc.org, to pass along your thoughts to our board members. Our aim is to provide group interactions that are both interesting and valuable to all of our members wherever they are across the globe, so we look forward to hearing your thoughts and ideas. Additionally, please share what ISODC is doing with friends and work colleagues! Likewise, be sure to invite them to join our wonderfully diverse worldwide community of members by going to www.isodc.org !

If you would like to become even more immersed with The International Society for Organization Development and Change (ISODC), please feel free to join both our LinkedIn and Facebook pages located at the following; LinkedIn: <https://www.linkedin.com/groups/3966514> and Facebook: <https://www.facebook.com/groups/260189577422487>

Cheers and have a brilliant Spring season and an amazing rest of your 2019!

Rebecca Minor, Editor.

Letter from the President

Greetings to You All:

As we spring into Spring, 2019, planning continues afoot for the 2019 Information Exchange in the Denver, CO. Ron Newton and his team have developed an exciting program for the conference. I hope to see many of you there (especially those of you who live in or near Denver).

I reported in an earlier newsletter that ISODC is looking at its strategic focus and how to elevate awareness for an emphasis on **culturally relevant change** as a way to expand the global reach of ISODC. Several of our members have joined with me to form a **Global Strategy Working Group**. The Group has been meeting to develop the specific focus for ISODC's future with regard to membership, conferences and programs, marketing, affiliation, and certification. Your help is needed in this effort, so when you are asked to complete a survey from membership or the conference and program sub-committees, please respond and let us know what you think.

The work of the sub-committees is to take your ideas into account to drive planning and action to accomplish the work that is needed to allow ISODC to fulfil its vision and mission. The Strategy Working Group will then make recommendations to the ISODC Board for its approval of specific actions. With your participation, we are certain that the future of ISODC will be what you want.

In keeping with our own focus on strategy, ISODC is also engaged in the work of **The Gathering**, a group of OD professionals (about 120 practitioners and academicians) which convened initially in December 2017. The purpose of The Gathering is to assess where the field of OD is and to plan for the future of the field. The group met again in 2018 for three days to continue its work at which it established four **Circles** to help focus this effort. The four Circles are: Values for the Future; Vision, Essence & Critical Needs; Definitions; and Competencies.

Joanne Preston and I have represented ISODC in meetings of The Gathering. The stated goal of which is to bring coherence and convergence to the core principles of the field of OD by building a community of people who are committed to the future of the field of OD.

Again, if there are thoughts or ideas that you have, please let us know and we will plug them into the appropriate circle.

Lastly, I look forward to seeing many of you in Denver on May 14 – 18.

Cheers...,
Roland Livingston

Searching for ROI Measures of Leadership Development - By Jonathan Pugh, SPHR, IPMA-SCP, SHRM-SCP Founding Partner, SBO Consulting

In a January 2019 LinkedIn post titled, “Leadership Development: It Isn’t All About You,” Daniel Goleman cites a Korn Ferry survey (no date given) of more than 7,500 executives in which more than half rate the ROI of their leadership development efforts as “fair to very poor.” Korn Ferry’s survey finding is consistent with other global survey data on the current state of leadership development, such as that found in Deloitte’s annual Human Capital Trends reports. Among the list of top ten issues identified in Deloitte’s survey over recent years, leadership development was ranked #1 in importance in the 2014 report, #2 in the 2015 report, #2 again in the 2016 report, and #6 in the 2017 report. In the 2016 report, 40% of survey respondents said their current leadership development programs provide only “some” value, and 24% said they yielded little to no value. All of this data strongly suggests that prevailing leadership development approaches used by many companies around the world simply do not provide an adequate level of perceived value. With an estimated \$31 billion spent on leadership development every year, the lack of generally accepted ROI measures makes it difficult for many firms to justify continued investments in leadership development programs that provide dubious benefit.

Goleman, a thought leader and author of numerous books on emotional and social intelligence, asserts that the missing piece is emotional intelligence—“the human capacity to connect with others and guide them towards a shared vision.” It’s important to note that the reason Goleman believes emotional intelligence is critical is because it helps leaders guide organizations towards a shared vision. We can think of the latter as the “what” and emotional intelligence as the “how.” The “what,” i.e., guiding organizations towards a shared vision, is an indirect measure of leadership effectiveness, which most would agree is the ultimate goal of leadership development programs. The pathway to ROI measures of leadership development lies in the direct correlation that has been shown between leadership effectiveness behaviors and business results. Of course, while skill building and competencybased development programs can serve as useful building blocks for leadership effectiveness, they are no guarantee for it. Let’s briefly examine some other key attributes of leadership effectiveness that can potentially contribute to business results.

Wiley Study of Leadership Effectiveness

In 2007, the publisher of the popular suite of DiSC personality assessments, Wiley Publishing, began a 6-year research study to determine the major themes and patterns of leadership effectiveness. Beginning with a meta-analysis of leadership literature that studied the work of over 55 best-known leadership authorities, the researchers also received input from hundreds of organizational development consultants. In addition, 81,943 followers of leaders were surveyed to solicit their views on the attributes of effective leadership. The results were documented in a 2013 book, *The Work of Leaders*, by J. Straw, M. Scullard, S. Kukkonen, and B. Davis. Three major themes of leadership effectiveness emerged from this extensive study that are outlined in the book as the VAC model.

V - Crafting a Vision: *Imagining an improved future state that the group will make a reality through its work.*

Creating a compelling business vision that drives the purpose of an organization and unites employees in striving for its achievement is certainly a primary responsibility for CEOs, as well as leaders at every level. The psychological commitment and engagement level of employees is increased when this vision is ethically based and serves a greater good than just a profit motive. Daniel Goleman is on target here!

A - Building Alignment: *Getting to the point where everyone in the group understands and is committed to the direction.*

Many leadership experts agree that organization alignment of employees at every level with a business vision is the most difficult challenge confronted by leaders. This alignment must begin with the senior leadership team, which is why their participation and input into the final articulation of a vision is important for creating their own sense of ownership. Without senior leadership alignment with the vision, alignment at lower levels of the organization is seriously jeopardized.

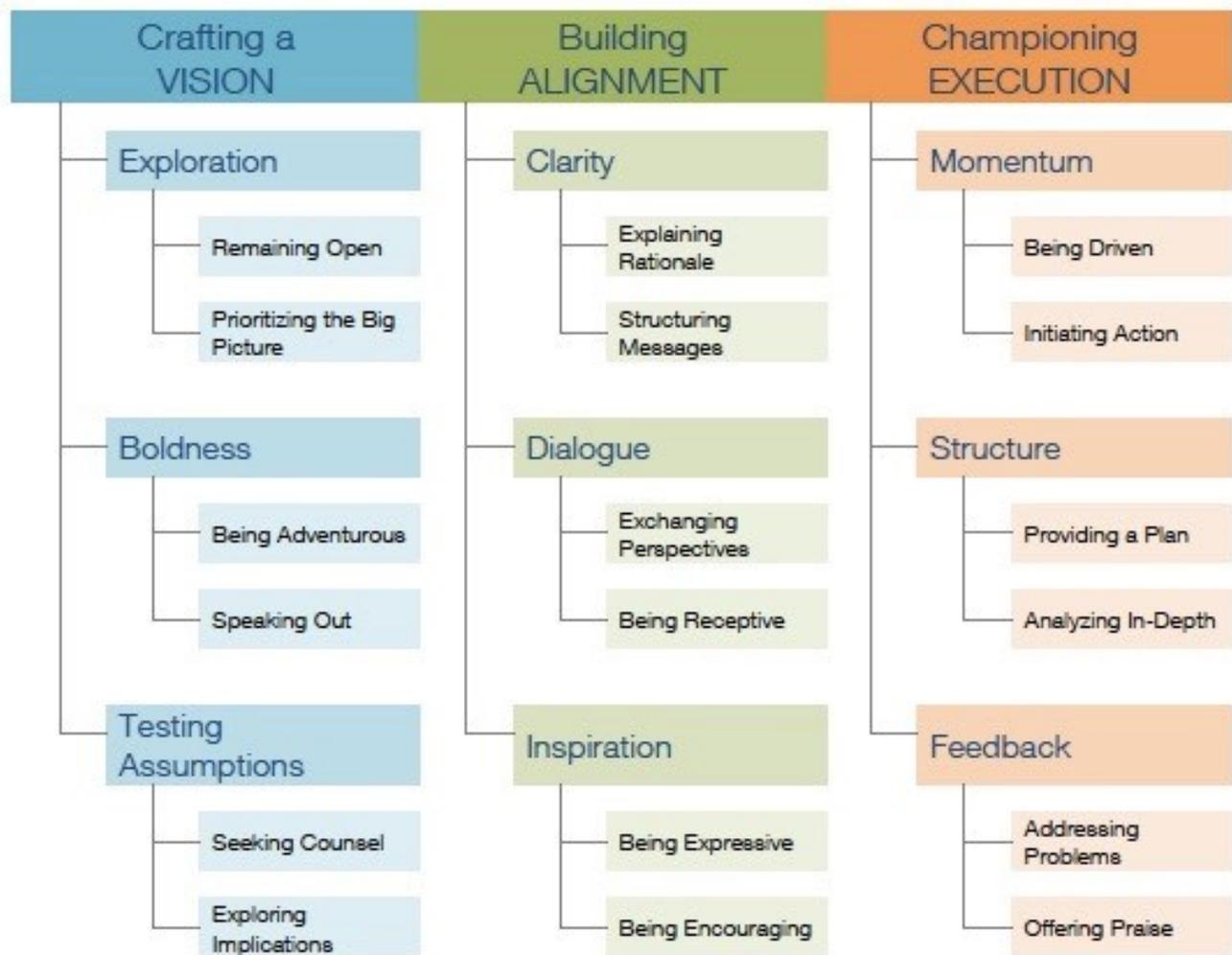
C - Championing Execution: *Ensuring that the conditions are present for the imagined future to be turned into a reality.*

Crafting a compelling business vision without developing a strategy for its realization renders the vision little more than an aspiration. A good strategy sets forth clear goals and describes the future organization under the business vision. Execution of the strategy is then dependent upon an implementation plan that includes a timeline of actions and metrics to measure progress towards achieving the end state of each goal. Adequate resources and funding must also be sufficient to ensure success. Many leaders underestimate the personal commitment of time and energy that is required to champion successful execution of a business strategy.

ROI Strategy #1 – Assess Leadership Effectiveness Pre- and PostParticipation in Leadership Development Programs

While identified patterns of leadership effectiveness do not provide direct ROI measures, they are important predictors of leadership behaviors that most often lead to strong business results—which are amenable to ROI financial measures. Wiley's DiSC Work of Leaders (WOL) instrument is a well-researched leadership effectiveness assessment that offers a strong rationale for use pre- and postparticipation in leadership development programs to help determine if leadership effectiveness behaviors have improved as a result. This assessment approach can serve as the foundation for a comprehensive ROI strategy.

Following the VAC model of leadership effectiveness, construction of the WOL assessment is built around three drivers for each leadership effectiveness pattern and two related behavioral continua under each driver as shown below. For example, the three drivers for Crafting a Vision are Exploration, Boldness, and Testing Assumptions. The two behavioral continua under the Exploration driver are Remaining Open and Prioritizing the Big Picture. The WOL assessment reveals an individual's advancement along each behavioral continuum. In my own experience, this assessment provided very powerful insights.



ROI Strategy #2 – Use Common Quantitative Organizational Effectiveness Outcome Metrics As First-level ROI Measures of Leadership Effectiveness

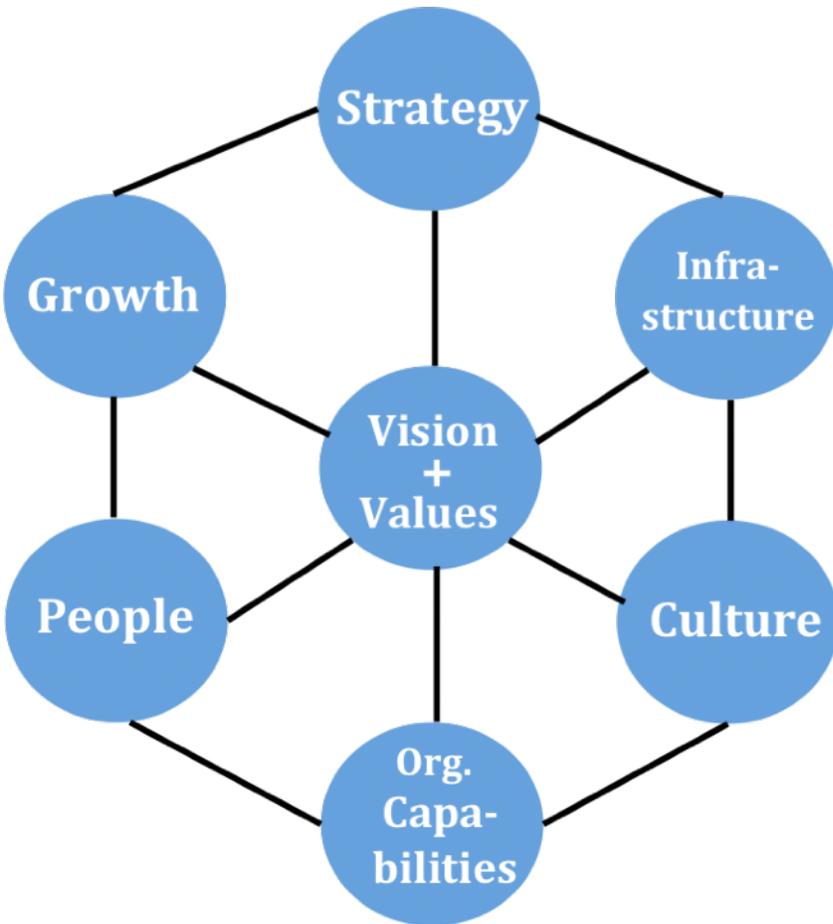
There are a number of macro-level organizational outcomes that serve as good indicators of leadership effectiveness across all leadership levels. These outcomes are more direct ROI measures because they have a financial impact to the organization. Since all leaders contribute to these outcomes, it’s also the case that organizational level outcomes are measures of organizational effectiveness (OE). Definitions of OE abound, but we might think of it as “the ability of an organization to account successfully for its outputs and operations to its various internal and external constituencies.” (Gaertner & Ramnarayan, 1983).

Following McKinsey’s introduction of the 7S model of organizational effectiveness in the 1980s, this model and similar multi-dimensional variants have been widely

used to assess organizational effectiveness across both hard elements, i.e., growth, infrastructure (systems, processes, etc.); and soft elements, i.e., culture and people capability. It follows that corresponding measures for these various OE elements can be used to assess leadership effectiveness utilizing them as ROI metrics. Below is a model I have used with clients as a basis for developing a balanced set of organizational level measures to serve as indicators of leadership effectiveness. The soft elements in this model serve as first-level quantitative ROI measures because they are not functional specific as illustrated in the list of sample metrics below.

Sample Measures: OE Soft Elements – Common

- Clearly articulated values/culture (employer of choice)



- Positive workplace climates aligned with culture (behaviors)
- Strategy/goal implementation (capability measures)
- Employee engagement (many financial metrics)
- Job satisfaction (employee net promoter score)
- Attrition (cost per new hire)
- Absenteeism (lost value/opportunity costs)
- Number of internal promotions (employee development) Note: These and other applicable measures can be applied at multiple organizational

levels to assess leader effectiveness

ROI Strategy #3 – Use Functional Specific OE Outcome Quantitative Metrics As Second-level ROI Measures

Second-level quantitative ROI measures for assessing leadership effectiveness can be developed with the addition of OE hard element metrics that are functional

specific, i.e., Operations, Sales, Marketing, IT, Finance, Human Resources, etc. Depending on an organization's structure, these functional metrics can vary widely and the majority should already be in use. The functional metrics for top senior executives are best considered as a separate function of their own since their applicability spans the entire organization. Two corresponding lists of sample functional metrics are shown below.

Sample Measures: OE Hard Elements - Executive Leaders

- Revenue growth
- Profit
- Shareholder value/stock price
- Return on assets
- Productivity metrics
- Efficiency metrics
- Innovation
- Leadership bench strength
- External audit results

Sample Measures: OE Hard Elements - Functional Specific (wide variations)

- Customer retention
- New customer acquisition
- Product development
- New market expansion
- Safety/OSHA reportable accidents
- Quality control metrics
- Inventory turn
- Shrink

- Strategic Human Capital asset measures

Summary

This three-fold strategy for assessing leadership effectiveness provides a comprehensive, yet practical approach for objectively determining the benefit of leadership development programs based on actual ROI measures. The approach combines both a qualitative element vis-à-vis the DiSC WOL assessment, along with several levels of quantitative metrics. The latter are drawn from an integrated model of organizational effectiveness that includes both soft and hard elements. One challenge some organizations may face is the need to develop a set of common soft element quantitative metrics for assessing leadership effectiveness that may not exist to the same degree as existing hard metrics.

Using such a methodology to evaluate leadership development programs and sharing the outcome results with senior leaders across the organization has the potential to shape a much more accurate perception of the actual benefit of these programs. And finally, let's not forget the value provided to the participants themselves in leadership development programs. They would have improved tools and data to better evaluate their own ongoing development as effective leaders.

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Jonathan Pugh is a founding Partner of SBO Consulting, a firm that specializes in helping organizations adopt strengthsbased management practices to improve individual, group/ team, and organizational performance. With extensive experience as an HR practitioner, Human Capital Management/OD consultant and business strategist, his many clients have spanned both the private and public sectors. Jonathan's work has often focused on enhancing the effectiveness of senior leaders and executive work teams, prompting his deep interest in leadership development. He can be reached at: jpugh@sbo-consulting.com.



Confronting Leaders Who Undermine Change By Dan Schmitz

"Whenever smart and well-intentioned people avoid confronting obstacles, they disempower employees and undermine change." John Kotter

It is not enough for leadership to support a change initiative. The reason is that leadership is too diffuse an idea to be operational by itself. The fact is that any individual leader at any level of an organization can undermine change. All levels of leadership, which basically implicates every person in an organization, must support a change initiative else they can undermine the initiative in direct and indirect ways and in scopes broad and narrow.

If you're helping an organization to change you must identify and find a way to confront obstructionist leaders. They are elements of a force field analysis working against the change effort and the interests of the organization. This requires personal work to prepare for difficult conversations.

Productive confrontation benefits the organization in two primary ways. First, it will help address leaders who impede progress through foot dragging, colluding with others who don't much care to change, or covertly undermining the initiative. Second, it sends a message to members of the organization who are watching the change leadership. The organization sees more than we think they see. By addressing obstructionist behavior we work to limit the cynicism that can develop and spread throughout the organization.

D*V*F > R

A useful framework for understanding change readiness is $D*V*F > R$. It is based on the work of Richard Beckhard and further shaped by Dannemiller Tyson Associates. It says that to overcome resistance, an organization...each individual, practically speaking...must be dissatisfied with the current state of affairs, embrace a vision for a different future, and understand the first steps on the journey. These factors are conceptually multiplied. This means a zero value for any variable resolves the force for change to zero and resistance is stronger than the change initiative.

You can use this tool to continually interpret individuals' change readiness. Take dissatisfaction, for example. A leader at the top level of an organization might be quite satisfied with her personal state of affairs -- a nice title, a nice paycheck, not too many years away from retirement, and maybe cozy relations with powerful members in the organization. Why change? Similarly, a leader lower in the hierarchy might be heavily invested in current work processes, have a history of good performance reviews, and be insulated from the demands of the external environment. In either case, personal dissatisfaction and change readiness might be quite low.

We must use this tool, or something like it, to understand the organization's readiness for change from the whole down to the most granular level of individual leader. The more senior the leader the more reach and impact they have. At lower levels of the organization, the impact is of a narrower scope. Yet, lower-level leadership is still vitally important and can, for example, impede critical process improvement initiatives while creating infections of cynicism that spread through social networks. Everyone knows which leaders are supporting change and most know which are not. The unanswered question among employees is why the organization allows obstructionist leaders to remain in this state.

Why Are Such Issues Left Unaddressed?

The reason obstructionist leaders are left unaddressed may be partly explained by the fear of implications. The potential loss of important institutional knowledge is a common justification. Of course, this highlights precedent choices about job design that allow this type of knowledge to concentrate in an undesirable fashion. Another common justification is powerful relationships that an offending leader maintains. These leaders can poison change initiatives and leaders of change through quiet conversations with stakeholders and important clients. And, there may be fear of being perceived as discriminatory if the offending leader is of an employment class protected by legislation.

There is also the issue of personal energy. The lack of certainty regarding how an individual or an organization will respond to a confrontation creates a powerful emotional response that drains a finite reservoir of energy among those who must make an intervention. This is particularly true of leaders who are positively attuned to people and have perhaps already fought many such battles. Further draining energy is uncertainty related to issues of personal status, relatedness, and fairness in the organization. This might sound a bit far afield, but neuroscience identifies such social issues as highly capable of inflicting a costly emotional response in those who experience them.

Regardless of the explanation for inaction that each of us accepts or rejects, I believe it's easy to accept that difficult conversations are frequently avoided in organizations. This applies at all levels to include the CEO.

The Importance of Self-Development

As an OD professional in service to others, our self-development must prepare us to speak our truth to power. It's a critical personal development issue so that we're better equipped to resist collusion with those who impede a change effort. I've seen these issues and felt the pull toward the comfort of rationalizing an intervention as someone else's problem or too personally dangerous to address.

One area of exploration is personal centeredness and values. This entails asking questions such as, why am I doing the work I'm doing; in whose interests am I working; what am I prepared to risk; and who do I want to be? Exploration might also involve issues associated with self-confidence and an ability to effectively engage in difficult conversations.

I've come to believe that an ability to conduct difficult conversations is possibly the most central skill for organizational well-being. Among many relevant resources for personal development, I like a guide by Stone, Patton, and Heen, titled, *Difficult Conversations* (1999). Among the more striking elements of their message is a question anyone must ask of themselves, "Do I really care about this person with whom I must have a difficult conversation?" If the answer is no, then it's likely that a conversation partner will sense this orientation and resist participation. This is a good reason to have difficult conversations as early as possible, before negative assumptions about behavior take root. And, it is a good reason to bring this skill development into organizations.

When Leaders Undermine Change, We Must Confront Them

Leaders must confront other leaders who are overtly or covertly undermining change. It is not easy, but it is necessary to the success of a change effort. It calls for constant awareness and assessment of individual behavior. It requires deep reservoirs of personal strength.

Sensitize yourself to the idea of leadership resistance. Develop the habit of looking at individuals through the lens of $D*V*F > R$. Identify the conversations that must happen. Ask yourself if you're in collusion with forces against the change. Have compassion for everyone involved. If we subscribe to Kegan and Lahey's message in *Immunity to Change*, something is driving behavior about which they likely do not recognize.

By taking these steps, you become a more powerful practitioner able to help organizations have the difficult conversations required for successful change efforts.

"Run toward the anxiety. That's where the action is." – A paraphrased idea from Peter Block

Dan Schmitz is a graduate of Pepperdine's MSOD program and a consultant at On the Mark, a global organization design consulting firm and leader in collaborative business transformation with offices in the US and UK.



The Use and Effect of Coaching in Organizations By Bakhshandeh, Behnam

It is becoming apparent for HR, HRD and WLP professionals that professional coaching can be used as a powerful and effective vehicle to impact workforce education, self-awareness, and productivity positively. This review can bring forth the importance of coaching approach for educational and learning professionals to see the wisdom of learning more about coaching, its strategies and its methods to influence their employees' attitudes, behaviors and results, regardless of their positions.

What is Coaching? General Concept and Understanding of Coaching

There are diverse definitions of coaching by different professional associations. For example, the Association for Talent Development (ATD) defines coaching as; "Apply a systematic process to improve others' ability to set goals, take action, and maximize strengths" (ATD, 2014, p. 4), while the International Coach Federation (ICF) defines coaching as; "Using an interactive process to help individuals develop rapidly and produce results; improving others' ability to set goals, take action, make better decisions, and make full use of their natural strengths" (Arneson, Rothwell &

Naughton, 2013, p. 45). Coaching is known as working with individuals, team, and organization to develop new practices and behaviors, while retiring some old methods and managing some unworkable behaviors, to improve their skills and personal or professional outcomes and results.

Background and Presence of Coaching as an Industry

The concept of coaching is known, accepted and widespread in many professional industries. Coaching is gathering substantial consideration in the academic, scholarly and professional practice-oriented scholarly articles, especially in HRD, management, psychology, and training sectors and their related fields. This worldwide expansion and use are evidence of the positive impact of coaching on individuals and organizations (Ellinger & Kim, 2014). In 2004, while creating a competency context, American Society for Training and Development (ASTD) acknowledged and designated coaching as an area of expertise for WLP practitioners. Coaching remains as one of ten elements of expertise in the 2013 version of the competency model of ASTD (Newly known as ATD) (Ellinger & Kim, 2014). Coaching is also widely used by business consultants, performance consultants and organization development (OD) practitioners, assisting organizations and businesses in their visions, missions, goal setting, staffing, human resources, and productivity by providing practices to remove obstacles and make room for effectiveness.

Use of Coaching in Management and Leadership Development

The concept of coaching could be used to develop managerial and developmental skills among managerial bodies in organizations: a) Managerial Skills. Coaching could be used as a management tool and an instrument to develop leadership among teams, and the positive effect of coaching on management behavior and attitudes. In many organizations, the concept of coaching became a natural approach to developing training for management skills and competencies among not only the leadership body such as executives and senior manager but also for junior management and general employees (Berg & Karlsen, 2012). b) Developmental Skills. In the framework of business and organizational development, professional coaching process is defined as a direct, interactive, collaborating and confidential process in which the coach and participants (one or a group) engage in most effective approaches, inquiries and solution findings to achieve personal and organizational objectives that would cause positive developmental skills for individuals involved with the process (Vidal-Salazar et al. 2012).

Coaching and Human Resources Development

Coaching is becoming one of many useful tools for HRD professionals. The influence of coaching in general and the positive impact of executive coaching exclusively, as a productive tool are vital for developing framework around HRD which would be different from other helping concepts such as consulting, facilitating, therapy, teaching or mentorship (Maltbia, Marsick & Ghosh, 2014): a) Talent Development and Retention. Many organizations are shifting some responsibilities, which traditionally connected to the work of HRD professionals, such as coaching practices and development activities, to their managers. This is an apparent shift in responsibilities of organization's leaders and managers from monitoring, managing, and administration type accountabilities and control, to act as identifying talent and develop human capitals (Kim, 2014). b) Managerial Coaching Skills and Competencies. Coaching competencies and skills can be developed through systematic training and development conducted by professional coaches or trained and skillful managers with cooperation of executives and implementing incentives such as promotions and salary increase for people who learn and implement what they learned on their work and line of duty (McLean et al., 2005).

Influence of Coaching on Productivity and Employees Attitude

Fundamentally, as an executive coach, managerial trainer or influential mentor, a coach helps coachees to develop awareness on their already developed imbalance behaviors and attitudes, and in creating awareness to see their managerial errors and potential errors shortly. This approach is possible by guiding coaching participants from a state of unconscious incompetence to a state of conscious incompetence, which is the first step to a coachee understanding how much they don't know and see the necessity of execution of corrective measures in their behavior and attitude, which will directly and positively influence the organization's strategy for achieving desired productivity (Vidal-Salazar et al. 2012).

Does Coaching Help Business's Competitiveness?

As organizations seek to be part of a global market in their industries, need for competent and skillful workforce become more evident, which makes the argument of providing more effective leadership development of employees, that is why organizations are spending approximately 14 billion dollars a year in employee training and managerial development, hoping for better work performance and productivity (Kochanowski, Seifert & Yukl, 2009). According to a research done around the influence of coaching in business competitiveness, by Vidal-Salazar et al. (2012), the results show; "Results indicate that coaching substantially increases the level to which processes of improvement are established within organizations, consequently increasing the competitive capability" (Vidal-Salazar et al. 2012, p. 423).

Use of Coaching by Workforce Education & HRD Professionals

The professional coaching process is considered as a significant element of proficiency and knowledge between HRD professionals, who are practicing as external or internal coaches and providing support to managers. They are also capable of engaging in planning, designing and conducting action learning interventions (Ellinger & Kim, 2014). Regarding the presence of coaching in HRD processes, Blackman, Moscardo, and Gray (2016) have pointed out in a special issue of the *Advances in Developing Human Resources* journal in 2014, which has offered many papers looking into coaching as a tool for HRD.

Coaching Limitations and Potential Issues

Regardless of the presence and use of coaching as an approach to productivity and business growth, from a business management standpoint, coaching is still in its very early phases (Vidal-Salazar et al. 2012). “Little is known either theoretically or empirically about how the implementation of coaching translates into improved business performance” (Vidal-Salazar et al. 2012, p. 424). While there are so many articles and papers written about the concept of coaching, what coaching is, how it works, what are the roles of a coach, support for coaching implementations, and providing evidence to prove its effectiveness, there are very minimal empirical studies and systematic critical research conducted about the efficiency and effectiveness of business coaching approaches, such as executive or managerial coaching for individuals or the organization as a whole (Blackman et al., 2016).

Implications and Suggestion for Using Coaching Practices by Organizations

There are many approaches to the implementation of coaching practices by professional coaches in organizations. This student is suggesting the following practices by organizations for maximizing the positive impact of coaching for everyone in the organization; 1) Quarterly meetings & practice. Conducting a quarterly meeting by a senior manager who was involved in coaching, to share what they learned and implementation of practices with their subordinates. 2) Monthly practices of values. Provided and supported by an executive who was involved with a coaching process, the executive will announce a monthly value (such as teamwork, safety, customer service) to empower the practice by everyone with their best intentions and abilities to increase the presence of that value within the organization. 3) Healthy team competitions. Competition conducted with respect and for the greater good of organization is very healthy and positive for creating stronger relationships among teams, groups or departments. This approach could be managed quarterly by a senior manager or group of junior managers and be rewarded with incentives. 4) Passing the leadership role and developing leaders

(among senior or junior managers) by executives or senior managers who went through coaching processes to develop stronger and more aware leaders within organizations. This practice would cause the organization's growth at a much faster rate.

Recommendations for Future Research

After reviewing the available research articles regarding the use of coaching in organizations, this student recommends the following topics for potential future research and study about the use of coaching in organizations; a) The relationship between 'coach' and 'coachee'. There has been researching conducted on the relationship between therapists and their clients, but not many on the coachcoachee relationship. Given the importance of this relationship and its influence of results and outcome of the undertaking, this research would be beneficial for future relationships between a coach and organization. b) What constitutes 'coaching'. More in-depth research on the elements, structure, distinctions, approaches and overall meaning of 'coaching', to provide clarity on what coaching is and what a client could expect from such an undertaking. **Discussion and Limitations**

One of limitations or obstacles with coaching credibility is the point that regardless of the increase in recognition and understanding of coaching values caused by managerial coaching there are so little academic studies of the individual or organizational impact of coaching. Most available papers are perspective and experience of coaching practitioners in HR, HRD and WLP professionals and managers (Kim, 2014). However, regardless of limited academic research, nobody can repudiate the positive influence of coaching on organizations results. Coaching industry is very interested in being connected to practices developed and proven positive and impactful in HRD and OD filed. Coaching industry can gain some more credibility by being considered as practices conducted by OD and HRD practitioners (Hamlin, Ellinger & Beattie, 2008). Another limitation of coaching process is a lack of distinctive information (unlike OD, WLP and HRD processes) about what a coach would do during the coaching process, what is being used and delivered to the client, what type of information is being used, and how coaches consider and explain their coaching processes. There is a lack of clarity on 'active ingredients' of the coaching process and their relevance to different types of organization's related coaching packages or approaches (Bachkirova, Sibley & Myers, 2015).

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Behnam Bakhshandeh is an accomplished business manager, known widely as a dynamic writer, speaker, personal and business coach and trainer with over two decades of hands-on experience. Implementing his skills as a passionate, visionary leader, he produces extraordinary results in record time. Behnam brings his broad experience and successful track record to each project, whether it involves personal development, implementing customer-focused programs, integrating technologies, marketing, redesigning operational core processes, or delivering strategic initiatives. Behnam has a BS in Psychology and MPS in OD&C. Currently, Behnam is completing his 2nd year of the Ph.D. program in the Workforce Education & Development program at The Pennsylvania State University.



ISODC International Conference 2018 By Ron Newton

Wow, what a conference in Dublin, Ireland September 17-21st.

Thanks to all who attended and supported this year's ISODC International Conference. Many things go into planning a successful conference and based on feedback from attendees, this year's conference was one of the best! Subjects were in sync with OD practices focused on "Leadership in Turbulent Times" and the deliveries hit home. Here is a brief recap of the scheduled events from Emerald Isle.

Intervention

On Monday, a planned ISODC intervention, led by Dr. Joanne Preston, was delivered on site at Trinity Health Services College in Dublin (<http://www.tcd.ie/collegehealth/>). The Trinity College staff was excited and engaged. Participation grew as the intervention took shape and Trinity College recognized the ISODC effort by initiating positive change. A five-year strategy for Trinity Health Services was developed and initiated.

Key note speakers

David Coghlan

David Coghlan is a Professor Emeritus and Fellow Emeritus at the Trinity Business School, Trinity College Dublin, Ireland (www.tcd.ie/research/profiles/?profile=dcoghlan). He specializes in organization development and action research and is active in both communities internationally. David spoke about the elements of Action Learning and how they contribute to the building of Action Learning Networks. Action Learning is outcome-oriented and problem-focused. It helps develop “learning-how-to learn skills” by doing, mostly on the job.

Henri Savall and Amandine Savall

Henri Savall is a professor at the Institute of Business Administration, Jean Moulin University, Lyon France. Professor Savall has multidisciplinary training and his current areas of interest are the socioeconomic theory, strategic management, qualimetric methodologies and tetra-normalization. His founding methodology addresses “intervention research” and quality measures beyond traditional actionresearch. Henri and Amandine Savall spoke about decoding the Socio-Economic Approach to Management (www.seaminstitute.org). The Savalls discussed the Socio-Economic Approach to Management (SEAM) by providing real case reviews, exercises, and hidden cost impacts to organizations.

Wayne Boss

R. Wayne Boss Is a Professor of Management & Entrepreneurship at the University of Colorado, Boulder (www.colorado.edu/business/wayne-boss). Wayne led an interactive presentation and discussion about the use and misuse of Power. Principles of power, sources of power, and how to keep power were reviewed. His interactive approach identified levels of power with expectations individually, in organizations and in overall society.

Workshops

Alana James - Getting Started and Being Successful in the Wild and Woolly Land of Action Learning and Action Research - - for those who are old hands as well as those just beginning.

Anton Shufutinsky - ERGOnizational Development: Ergonomics as an OD Intervention.

Scott Wimer - An In-depth Look at Executive Coaching.

Eric Gaynor Butterfield - Interested in “Consulting,” in “OD” ? Starting in the Profession or Starting a Consulting firm?

David Tunney and Dexter Hendrix - Leadership in Turbulent Seas - Navigating Geopolitical Waters and Enterprise Risk Management in Global Organizations.

Jaikumar Annajikulkarni - What is your True North?

Roland Livingston and Gerry Glover - Culture, Change, and Leadership.

Presentations

Bena Long - Practitioners: The Experiences of Long-term Practitioners of Mindfulness and Organizational Leadership.

Richard Cotter and Joanna Smyth - OD in Support of Leadership Renewal.

Michele Brown - Mistrust and American Medicine.

Jane Martin - Perception is Reality: Working Mothers’ Social Identity and Perceptions of Advancement Potential.

James Sibel - Lived Experience of Long-term Undocumented Mexicans Living in the United States and Potential Implications in the Workplace.

Michael Cauley - Organizational BE: Development of Self and Systems Together.

Alana James - OD in Startup Land.

Jaikumar Annajikulkarni - From SWOT to SWEAT.

Debra Salsi - The Ultraliminal Connection of the Original Entrepreneurs.

Dixie Van Eynde - Leadership Lessons that Endure... But do They Translate?
Presentations (continued)

Anton Shufutinsky - The Lived Experience of Wounded Warriors in Post - Military Corporate Positions.

Nicos Rossides - The Academic Practitioner Divide.

Diane Stoy - Training for Turbulence: Techniques That Have Stood the Test of Time.

Catherine Kaehu - Stakeholder Collaboration Strategies in the Hawaii Tourism Industry.

Patrick Murray Hayden - What are the Self-leadership Behaviors of High Performing Sales Professionals?

Quang Le - Helping Leaders Manage Volatile, Uncertain, Complex, and Ambiguous Change.

Ryan Cox - The Relationship between Early-held Lived Experiences and Adult Life Effective Leadership Behavior.

Awards

The Best Student Presentation Award went to **Ryan Cox** for his presentation on “The Relationship between Early-held Lived Experiences and Adult Life Effective Leadership Behavior”.

The most Innovative New OD Idea Award was presented to **Jaikumar Annajikulkarni** for his presentation “From SWOT to SWEAT”.

ISODC Journal Best Article Award for 2017 was presented to **Dr. David Coghlan**. **Dr Ken Hultman** was also noted as a winner of the award.

Tours

Ireland is a beautiful country and conference attendees took advantage of the many interesting places to tour. The Guinness Storehouse in Dublin was of special interest. Dublin also has great museums and art galleries; the James Joyce and Dalkey Castle museums were near the conference venue.

The Blarney Castle with the Blarney Stone was part of a tour to the south, which also included stops at Cashel Castle and Kilkenny. Tours to the New Grange Tomb (older than pyramids) and the Hill of Tara was of great interest especially for the archaeology lovers. Some also made out to Galway Bay. Ireland really is a great place to visit and the food was excellent.

