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Theme-Lab «Sustainable Change in a Changing World»

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A new model of sustainable change in executive coaching

Project Information

Linking coaching practice with theoretical work is critical given that an increasing number of organisations incorporate coaching as a major component of strategy and executive coaching (Bozer et al., 2013). The concept of sustainable change is increasingly important in the development debate, because it requires thinking beyond short-term goals.

To address these challenges, I present my recent postgraduate investigation undertaken in at Oxford Brookes University, which introduces a three - category theoretical model that fills the gap in the current research and offers a practical implementation of sustainable change (Koroleva, 2016).

My retrospective study of changes, which have been sustained for one to five years after the completion of coaching assignments, has taken a step forward in answering the main research question: How can executive coaching achieve sustainable change?

The main objectives were: a) investigate seven coachees' experiences of SC; and five coaches' experiences in facilitating SC; propose my own definitions of executive coaching and sustainable change; construct a new theoretical model from the empirical data; suggests a methodological contribution and improved ways to achieve and facilitate permanent SC with a formally defined coaching agreement.

The constructivist approach to grounded theory was used as the research approach for informing the collection and analysis of research data. The rationale for using grounded theory (Charmaz, 2014) included: it suits exploring a topic of sustainable change that has not been deeply investigated; it suits data in a raw state; it focuses on the participant's point of view; and it constructs conceptual elements based on the empirical data.

Description of content of contribution

The contribution of the study lies in the following areas: the examination of the theoretical and empirical research for conceptual understanding of sustainable change in executive coaching; the use of grounded theory in retrospective study with heterogenous group of research participants from three different countries; and the development of a new theoretical model of sustainable change. The model of sustainable change in executive coaching presented in this conference can be applied to promote and enhance executive coaching practices to facilitate and support sustainable change. The Model suggests that a clear articulation of the coachee's attitudes, required resources for



sustainable change and routinisation must be discussed, provided and acknowledged. This creates a further question: Whose responsibility is it to ensure that sustainable change in executive coaching is at the forefront of organisational agenda?

Bibliography

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- Charmaz, K. (2014). *Constructing Grounded theory*. (2nd ed.) London: Sage Publications Ltd.
- Koroleva, N. (2016) A new model of sustainable change in executive ecoaching : coachees' attitudes, required resources and routinisation, *International Journal of Evidence Based Coaching and Mentoring*, Special Issue No 10, 84 – 97.

Personal Information

Nelia Koroleva, MA, MAC UK, is the only UK Consultant, Lecturer and Executive Coach; combining practice and academic research on sustainable change (current Doctoral study at Oxford Brookes University). Nelia is honoured by the International Coaching Federation (ICF) Global 2016 Prism Award Honorable Mentions for delivering of the coaching programme at Coca Cola HBC.

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