



Garbiella Peuker

Theme-Lab
«Coaching Digitisation and Organisational Transformation»

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Development of Executives in Agile Organization

An exploratory study



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Project information

The project is a development process of executives in an agile organization. (It will be finished by June 2018.) It is containing training, coaching and team coaching as well.

Important part of the process is reflection and development of the participants' own self-awareness in learning on a personal level and as leaders as well. It was revelative point when the CEO of the organization realized: "As long as the leaders do not understand their own learning process, how could they foster their employees' growth?"

The other focus is on team-learning and their awareness as a learning organisation. The main topic here is to let them realize learning points in their own practice. To uncover their own learning processes as a team, and make the results more explicit in various formats (e.g. retrospectives, action plans, blogs, etc.)

Our purpose was to coach them to be able to maintain this growing process in the future without our contribution. So we want to develop their capacity to learn own their own. Our main focus was the depth in coaching: How to deepen the awareness of participants? How to help them to get deeper insights about their own patterns, paradigms, and learning process? How we - and later they themselves - can create such a learning atmosphere where a deep learning can be taken place.

The relevance of the project for coaching theory lies in the special focus on reflection as a key point of learning and development. We summarize the dilemmas and questions that arise in a coach during the whole process.



Description of content of contribution

How to deepen self-understanding of a team of executives? What techniques and tools can we use to make it happen? How are they connected to themselves and their own learning at all? How the leaders can help to find the right mindset in themselves, and maintain it not only in the development process but also after it has been finished, in everyday life. How can they create a learning space to their team where people can build new knowledge by the iterative, cyclical process of experimenting, observing, analysing and embedding the new learning into their existing body of knowledge individually and together. How can the organization develop its own learning culture using these results?

We focused on their practical learning more than - although based on - theoretical one.

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Personal Information

Olga Kiss, PhD is an assistant professor at Budapest Corvinus University, a coach, and she is the Vice President of Research at EMCC Hungary. Specialisation and expertise: research methodology, reflection, understanding. Project related experience: human research and development

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Gabriella Peuker is an EMCC EIA accredited coach at Practitioner level, team coach, trainer, OD consultant. She is an expert in development of agile teams and organizations in agile transformation; the human side of the agile leadership; deepening soft skills. She has more than ten years of experience in working with groups and teams in business.

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