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The coaching culture as an impact factor on the efficacy of coaching in organizations

Results from a mixed methods study

Project Information

Basis: Research findings show that coaching is effective and can lead to very positive results for the clients. But where do these effects come from? Most studies that focus on the active factors leading to efficacy concentrate on the influence of the coach, the client or their working alliance on the outcomes. The organizational context – or the coaching culture – in which business coaching is located is repeatedly described as an important impact factor for the efficacy of coaching in scientific literature but has rarely been addressed in scientific research so far. Thus, scrutinizing the organizational coaching culture as an impact factor is the focus of this contribution – from the perspective of organizations. **Perspective on Coaching:** Coaching is understood as a counseling format in organizational settings where in one-on-one coaching sessions work related topics/problems are approached with a professional coach. **Research questions and objectives:** How is coaching embedded in the organizations of the sample? Which attitudes towards coaching can be found? Which impact do these aspects of the coaching culture have on the perception of coaching outcomes? This contribution helps to understand coaching cultures in large companies and the results suggest how coaching can get integrated into organizational settings more effectively. **Project type:** empirical project. **Methodology:** sequential-exploratory mixed methods study (literature review, qualitative pilot study, development of a questionnaire, quantitative study). **Planned state of the project by June 2018:** All results are reportable. The project is concluded. **Project relevance for coaching practice:** Members of organizations, coaches and clients get to know more about the coaching culture and its impact on the efficacy of coaching. Taking these aspects in consideration can help to get better results from coaching and to assure the quality.

Description of content of contribution

At first the initial position of the research project is described – connected to the current state of research. After that the research questions, the research process and the design of the study is reported. Then, the results of the study are presented. They include a new model of coaching cultures in organizations which can be differentiated in aspects of the organizational embedding and attitudes towards coaching. The contribution closes with a discussion of the limitations of the study and implications for the practice and further research.



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Personal Information

Dr. Katrin Oellerich (Dipl.-Psych.; oellerich@nord-com.net) is a free-lance trainer, coach, consultant and lecturer – online and „in person“. Her focuses are counseling in working contexts, implementation of coaching in organizations, communication and conflict management in the world of labor and entrepreneurial thinking and acting. In her dissertation she worked on the topic „Negative effects of coaching and their causes from the perspective of organizations“.

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