

Leadership coaching and leaders' effectiveness

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Leadership coaching has a great influence on the main areas of leaders' lives often simultaneously. It is a holistic process which concentrates on a leaders' transformation and strives for their authenticity and self-realization. Leaders undergo a transformational change to discover and realize their potential and effectively apply it in the organizational context. Their transformation is visible on a behavioural level as a consequence of their internal deep change that contributes to the organization performance.

The ultimate aim of learning in leadership coaching process is to maximize the effectiveness of an organization's human capital. Leadership coaching is effective at improving work-based outcomes including goal accomplishment, professional growth, quality of professional relationships, greater managerial flexibility, increased productivity and improved resilience and workplace well-being. Leadership development interventions are therefore positioned as a central function of Human Resources Management activities integrated with performance management processes.

Leadership coaching as a leadership development intervention enhances both human and social capital of the leader. The human capital enhancement includes the following dimensions:

- 1) Individual leadership model: personal power, knowledge, trustworthiness,
- 2) Leaders' intrapersonal competences and skills, which include:
 - **self-awareness:** emotional awareness, self-confidence, accurate self-image,
 - **self-regulation:** self-control, personal responsibility, adaptability,
 - **self-motivation:** initiative, commitment, optimism.

The improvement of human capital of the leaders as a result of the Leadership Coaching processes brings a constructive change on the social and organizational levels as well. Their relational leadership models, interpersonal competencies, social awareness in terms of service orientation and political awareness are developed. Abundance of their social skills like ability

of building bonds, team orientation, change catalyst, conflict management are significantly enhanced as a result of leadership coaching processes.

Leadership coaching contributes both on human as well as social capital levels bringing *micro, mezzo and macro* constructive changes in the leaders, their organizations and environments they are imbedded in. Leadership coaching is seen as a professional intervention in which a person is becoming a more effective leader in gaining the organizational goals. It is regarded that leadership coaching is about helping the leaders do better with people management, relationships with managers, goal setting and prioritization, engagement and productivity, dialogue and communication.

Competence diagnostic methods applied at the initial stage of the Leadership Coaching process can significantly strengthen the effectiveness of its developmental processes. They may provide information about the strength and the weaknesses of the leader and specify a direction of developmental activities of the leaders. Moreover, they may enhance awareness and motivation of the leaders who enter a transformational change in the leadership coaching.

Leadership coaching and Competence Diagnostic Methods applied at the very beginning of the developmental processes are recognized methods that enhance effectiveness of the leaders in terms of achieving strategic goals of the organizations. Both Leadership Coaching and Competence Diagnostic Methods applied in them constitute an integral part of personal growth industry, which blossoms in our times...

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