

## КОУЧИНГ СОАЧИНГ



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This monograph deals with the concept of coaching philosophy and the question of why it does not apply to local organizations in Serbia, given that coaching, as a method of working with employees, contributes to individual development, satisfaction and motivation of the individual and thus increases the performance and efficiency of the entire organisation.

Although the coaching methodology can be applied in all societies and cultures, it has no adequate name in the Serbian and many other languages that would fully correspond to the meaning of the term “coaching”. If we would have to choose one notion that would describe coaching, then it would be “learning”, not training, although neither corresponds to the translation of the original.

Coaching is a process in which we aim at reaching the truth. Coaching is a cognitive and practical method that does not neglect the sensuality and does not give priority only to the reason. Problems are not resolved with coaching, although problems will probably be resolved. This method does not primarily deal with the improvement of performances, achievement of goals or scoring of results, although there is a certainty that all that will

happen in an efficient coaching relationship. Coaching is the discovery, awareness and choice. This is a way to efficiently empower people to find their own answers by accepting changes. Coaching encourages and supports them on the way of making important decisions. It reflects a change in the awareness: awareness that there is a choice and clearer commitment to choose based on value criteria. It is particularly important to stress that people who feel a lack of self-esteem are burdened by internal conflicts and that their psychological energy is directed to their struggle with their innermost weaknesses – low self-respect and self-confidence. They often complain that they feel they lack something in communications and establishment of relations with others, without being aware that the weakness lies in them. Before they are able to develop a good relationship with someone, they have to develop a relationship with themselves.

Underlining the importance of coaching will influence the improvement of organisational performances on two planes – through the development of employees’ individual competences, but also by establishing a new leadership style that contains all required qualities for

successfully leading the organisation. The factor that significantly influences the employees' satisfaction and their engagement is the leadership behaviour. Through company policies, it is both formally and informally filtered to all employees and acts in a very direct way. When the leader treats employees with respect and adequately values their contribution or when he/she is unpredictable and offensive in his/her communications, it all greatly influences the daily working surroundings and impacts the behaviour of everyone in the team. Many managers still stick to the old school of command – control style of management, which is less efficient, especially in present times when additional efforts need to be made in order to achieve advantage on the market. Such management from the position of power causes withdrawal and separation among employees, which is a particularly upsetting factor at the time of crisis.

On the other hand, under challenging economic conditions, organisations are often focused on financial results and rewarding leaders for the achieved results, irrespective of the way in which the results were scored. Although this may be a good strategy over a short term, ultimately the lack of good management will produce the opposite effect, as employees will not be loyal, satisfied and committed to obtaining results. The condition for creating a good environment, and to have engaged employees who produce high performances is for leaders to bear the responsibility and be awarded for the way in which they achieve results, as well as for the results. The basic assumption of this style is that a leader adapts to the situation (situational) and employees (emotional). The coaching concept of employee management produces the best results when they are competent to a certain degree, desirous to progress and motivated, but all these characteristics need to be raised to a corresponding level and aligned so as to achieve the highest possible organisation objectives. Coaching must have the support of the top management. Leaders must “live coaching” – be authentic promoters who achieve maximum performances but, at the same time, are committed to those they

lead. If not, everything can turn to a direction opposite of the planned one.

Coaching is a way of controlling fears, time, discouragement, so that people could fully fulfil their talents and objectives.

However, in Serbia, the above mentioned exists only in the frameworks of theoretical, more or less successful attempts at demonstrating the importance of this practice for organisational progress. Having that in mind, one cannot expect the explosive growth of coaching, as registered in the Western world in the last ten years, because the contribution of coaching to overall success of organisations has not been measured in organisations in Serbia and there are no precise figures to prove the purpose-serving quality of investments, which should be the main argument in favour of a thesis for its application.

Proceeding from the fact that our organisations are very specific, i.e. that in some of their basic characteristics they differ from the organisations of Western countries, wherefrom the concept of coaching has originated, it was not hard to put in place the basic hypothesis – that this concept will not be generally accepted. Numerous reasons were decisive for such an assumption. The Serbian national organisational culture is characterised by a high degree of power distance, which implies the authoritarianism and clear division of roles in organisations. Cultures with low power distance are favourable for coaching, because they imply more open and equal discussions of employees with managers. Next, the Serbian culture avoids uncertainties. Employees want to maintain stability and order rather than changes and risks. Coaching implies a wish for constant change and adjustment. The next reason is a purely “feminine” cultural heritage. Here we appreciate harmonious interpersonal relations, balance and accord, even at the expense of achievements, results and self-actualisation. With coaching, good interpersonal relations, harmony and accord can be achieved, but individual's self-fulfilment and development are equally important. Another important determinant of the Serbian culture is collectivism

– if an individual is loyal, the collective will take care of him. Coaching was created in the culture of individualism. The quality, which an individual brings into his /her environment with his /her conduct, is highly valued there.

Although that same cultural heritage is not favourable for the competition imposed by the world capital market, organisations in Serbia tried to keep pace with the market demands by adjusting and directing their forces. They arrived to the world market insufficiently prepared where they met recession, which is slowly losing its global character and is rapidly assuming a regional character, i.e. is becoming ours. Such a state resulted in investments in employees not being treated as the only way out of the blind alley, but simply as a cost.

All these problems produced the idea and motive for a study as part of the preparation of this monograph. Its basic purpose is to deepen as much as possible the importance of investments in the employee development so that they could achieve results and business objectives and, consequently, make such organisations competitive on the market.

The starting point of the mentioned study is that, in spite of a great contribution the concept of coaching makes within an organisation, organisations in Serbia are not ready yet to accept this concept in greater numbers. Although a hypothesis has been confirmed, the interpretation and analysis of results produced significant findings, which point to a conclusion on the possibility of implementing the concept of coaching on the territory of Serbia. Namely, isolated factors have been named: coaching climate, organisational openness and openness of individuals.

Although the research results showed that these are decisive factors for the acceptance of the coaching concept, most organisations in Serbia have not yet recognised it and are not sufficiently advocating its establishment.

The main scientific contribution of this monograph is reflected in the definition of an integral model for the acceptance of the coaching concept in organisations, based on which it would be possible to examine and establish its

true value for the business success of organisations in Serbia.

The coaching climate is the first and most important factor that influences the possibility of applying coaching in organisations. This and all other corporate climates are filtered top to bottom. That is why leaders have a key role in its formation. Leaders can select any management style, but if they are familiar with the coaching style (situational, emotional and competence-based leadership), they will probably recognise benefits from the application of the coaching concept. Further, coaching climate is very hard to achieve in an organisation if leaders themselves are not ready to promote such a management style. The results will be quite reverse from those expected if a few managers on the lowest hierarchy level accept coaching as a management style, while the top management fails to adapt its style to the new way of organisation management. Therefore, it is necessary for the whole organisation to be covered by coaching. Often, the most acceptable solution for top management is to have external coaches, while at the same time the appointed employees can be sent for training so as to master skills necessary for them to become successful internal coaches, while managers on the medium and operational levels can be trained in basic coaching techniques and skills to the extent needed. Positive experience with coaching will certainly influence further nurturing the coaching culture, so that that coaching development (life cycle) will pass from the starting stage to maturity and grow into a desired organisational culture characterised by internal connection, trust and respect among employees.

Organisational openness is the second factor, but also a requisite precondition for the establishment of coaching climate, and therefore of a possibility for developing coaching in an organisation. If the managers do not nurture the power distance, accept novelties and are ready for change management, they will accept the concept of coaching, because it enables positive influence on the organisation.

The third factor is the openness of individuals and represents a synthesis of two elements

– accepting coaching as a learning concept which influences self-development and formal education of a person. Although formal education does not represent the only and right indicator of a person's education, this study has established that persons with higher education will more easily accept coaching. That leads to the conclusion that if we want coaching to be fully accepted in an organisation (both from top and not only at the roots), the very concept

and its usefulness should be presented to the employees in the best possible way.

All the above stated points to a need for more intensive advocacy and preparations of an organisation for the introduction of coaching, especially in the organisations in which it has not been practised, as well as for its more systematised use in human resources management in Serbia.

Предмет монографије је нови приступ у управљању људима – коучинг – метод који је подобан за примену како у организацијама које су тржишно оријентисане, тако и у непрофитним организацијама. У монографији се истиче да коучинг подстиче учење и побољшање перформанси појединаца и тимова, а од када се појавио као пракса развоја лидера, пре више од две деценије, убраја се у најраспрострањеније технике

развоја. Ауторка истиче да се коучинг и даље недовољно користи у организацијама у Србији упркос све већем упражњавању ове праксе у свету.

Овај рад дефинише коучинг пре свега као метод развојне обуке појединца или групе који подразумева и подржава иницијативе промена у начину размишљања, понашања и деловања, као и лидерски и животни стил.