



IMPORTANCE OF COACHING AND MENTORING TOOLS FOR TRAINING BUSINESS LEADERS

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Abstract

Due to commercial globalization, the market goes through constant changes, which increasingly demands that company servers keep up with these changes, along with organizations. The business team leadership is of paramount importance for the employees' team progress and, because it is not an easy task, it must be performed by suitably competent professionals. Based on this context, this study proposed to approach the theoretical aspects, through a bibliographical review of the coaching and mentoring tools, which are extremely relevant for the new leaders' formation and the teams' management within companies.

Introduction

Leadership, when well executed, has an extreme relevance to the progress of an individuals group, for through it, it is possible to conduct the energy application in people, guiding the leaders' steps and synchronizing their efforts. Because it has a real impact, leadership represents the fundamental indicator of a company's potential, since it is not limited only to financial results, which indicate only where the company has been. A strong leadership makes a business organization even better in many ways.

Nowadays, what is expected of a collaborator at work is different from what was expected a few years ago. Due to the market dynamism, brought about by an economic, political and technological globalization, societies undergo major structural changes, which emphatically affect the modes of organization and the business decisions. These organizational variations require individuals change processes involved in the work, mainly at the behavioral level. However the organizations, driven

by the changes, need a precious elasticity to adapt to the new market demands [2].

Within this context, companies need to become organizational learning systems where collective work (in a team) is prioritized, and employees can improve their autonomy sense and self-actualization, so that the limited individuals' feelings are excluded. In this landscape, coaching and mentoring become established as high importance tools for behavioral self-correction and learning within companies [3].

Coaching and *mentoring* can inspire and empower employees develop commitment, increase productivity, increase talent, and promote success. They are now essential modern managerial practice elements. However, many companies have not yet established these techniques applicability schemes, and by not developing them, they also fail to capture the experience and personal employees' knowledge [4, 5].

Although the effectiveness of coaching and mentoring techniques is well established [6], there are still few studies available in the literature that clearly show the

subject, which makes an objective approach to the subject extremely relevant. Thus, this study had as objective to address the importance of *coaching* and *mentoring* from the main aspects directed to the teams leadership.

Coaching

The term *coaching* is originated from the word *coach*, meaning a transport, a vehicle to transport people from one place to another and it was used for the first time where, today is Hungary [7, 8]. In fact, the word continues to convey that same meaning in the present day. The *coach* is literally a vehicle that transports a person or a group of people from one source to another desired destination. *Coaching* is a methodology that has been used for several years by countries such as France and the United States, and is currently at its peak in several other countries, such as Brazil and Spain; and consists in the creation of new paradigms with the purpose of giving innovative results for a certain need. It can be said that through the use of *coaching* there is the possibility of increasing our potential and realizing what skills, tools and resources we can use to overcome obstacles [9].

Already in the 80's, in the United States, the word *coaching* concept came to represent a professional area within organizations. At that time the economy went through a deep development within the services section with the break in the production molds and an increase of the social and economic complexity. The information phenomenon overcame the industrial era and managers came to realize that knowledge would have a higher value at the financial results origin [10].

The main focus of coaching is to contribute about the individual's progress so that he or she solves their problems and translates what they have learned into positive and meaningful outcomes for themselves and the team they lead. In this way, his knowledge is extended to his work group and, consequently, to the organizational collectivity [11].

Coaching has expanded in recent years, both in Brazil and in the world. In a recent survey, it was shown that 85% of European companies and 95% of those located in the UK use *coaching* as a tool for professional development. From the Fortune 500 companies, 40% use *coaching*, of which 99% stated that the tool can bring concrete benefits to individuals and companies, while 96% said that *coaching* is an effective way to promote entrepreneurial learning [12].

Due to this breadth of *coaching* in recent years, the theme has attracted the researchers' interest from different areas and places in the world, which is justified because, among other facts, *coaching*, as a practice of professional orientation, is moving a growing industry of consultants who offer training and qualify professionals as coaches. And this has drawn attention, because although the international scientific production on the subject is increasing, mainly from the year 2000, many researchers still question the validity of the tools [13].

Nowack and Wime (1999) propose *coaching* as an alternative so that the executive with few leadership skills

understands their failures, works out the questions and improves their leadership habits. Initially, one must ascertain the applicability of *coaching* in the organization. This task can be guided by the elaboration of a project or plan of action, where the company needs are identified, the individual role in the organizational context, its strengths, the areas that need to be improved and the specific issues that must be faced. With the *coaching* applicability positive response, one starts with the execution of the process itself [14].

In a study published by Goldsmith, Lyons and Freas (2000) [15], some factors considered strategic in the corporate environment, responsible for the current and future progress of several organizations, have been identified. Goldsmith, Lyons, and Freas (2000) [15] present *coaching* through a broad vision that unites the individual ambitions, work teams, and organization. Among the factors that the authors put as strategic points, team leadership is included, which conceptually is very different from that traditional boss. Goldsmith, Lyons, and Freas (2000) [15], in bringing leadership as strategy, emphasizes that the *coach* should respect people as individuals and not merely as gears of a machine, and lead people to success by uniting the way in which they want to work the way they have to work, with a directive and delegation to the activities. These are contexts that give *coaching* visibility and strategic status.

Mentoring

Like *coaching*, *mentoring* is also being applied in large, medium and small organizations to form new leaders. Literature records that the origins of the term mentor date back to Homer's odyssey and originated in the legendary Trojan War when Odysseus, King of Ithaca, went to the front lines and conferred the his family care on the figure of the a slave named Mentor, who worked as a teacher and adviser to his son Telemachus. Therefore, the word mentor would serve to designate a counselor, friend, teacher, and wise man [16].

Unlike the vocational guidance processes, which can be used in different contexts and whose beneficiaries are citizens of any age and with any need for vocational support, *mentoring* processes generally have their applicability restricted universe to professionals already inserted in the work world. In these processes, the mentor functions can either be performed by an external consultant or by an experienced professional belonging to the company's staff [16].

Mentoring, like so many other important business management tools, is also closely related to organizations' needs to meet global challenges in quality terms, productivity and competitiveness. This posture necessarily requires large doses of training and all employees' development at different organizational levels in which they operate, especially in the formation of a new leader [17].

However, *mentoring* is not only limited to the internal environment of an organization, but can also extend outwards. External *mentoring* can mean a business-

to-business relationship and include learning and sharing information between companies and other partners. These relationships can be critical to the company's business success and become a vital resource to help communities. External *mentoring* can also be a manifestation or extension of the organization's social responsibility [17]

Unlike *coaching*, *mentoring* is a process in which the *mentee*, or participant in the process, learns about the organization culture where it is embedded. A more senior leader of this organization decides to be a leader of the new leader or new employee, who can be appointed as a high potential leader. The mentor's job is to prepare him for promotion or increasing his responsibility by making fine adjustments to behavioral characteristics or performance, increasing his exposure to other areas of the organization so that other peers recognize this performance promise. *Mentoring* is not a tool applied to correct immediate problems, because to correct these types of problems, be it behavior or performance, the most appropriate method is *coaching* [19].

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Conclusions

This study presented some important aspects of *coaching* and *mentoring* methods for the new leaders formation. It was observed that, although the present work focuses on the formation of the new leader, it is evident that the techniques presented here can be applied in several ways, including by the leaders (already trained) in personal management.

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