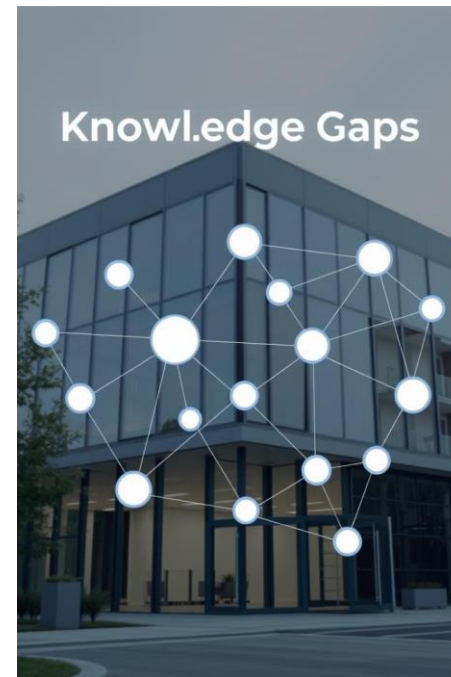


MA in Coaching and Mentoring

Project Title

Middle managers at supervisory levels working in corporations in South Africa have little to no knowledge of the formal coaching process and its efficacy hence the limited representation of this group in formal coaching



Presented by David Smith



Research Question & Activity



The research seeks to determine if formal coaching enhances middle managers' leadership skills and overall performance.

- Invite middle managers to be coached
- Gather subjective evidence as well as other performance metrics
- Assess coaching knowledge pre & post intervention
- Interview peers & subordinates and line managers, Human Capital Practitioners and a CEO of a coaching company
- Analyse, interpret and conclude findings

Ethical Considerations

1 Informed Consent

Gaining permission from participants to conduct research via coaching agreements

2 Confidentiality

Protecting participant identity and information. Disclaimers were used on all questionnaires and recited before all interviews were conducted

3 Objectivity

Maintaining impartiality and avoiding bias. The use of reflexivity as well as triangulation methods were applied, together with adherence to the ICF's Code of Ethics in coaching professional practices



Research Background

1

Lack of Formal Coaching

Limited research was done on formal coaching of middle managers versus internal line manager coaching

2

Organisational Impact

A disconnect between executives creating strategy and middle management implementation and enforcement of strategy on the shop floor.

3

Research Focus

Investigated the factors contributing to the gap





Literature Review

International Research

Global coaching trends and best practices.

Few studies on coaching efficacy and leadership development within organisations of middle management versus executives have been researched.

South African Context

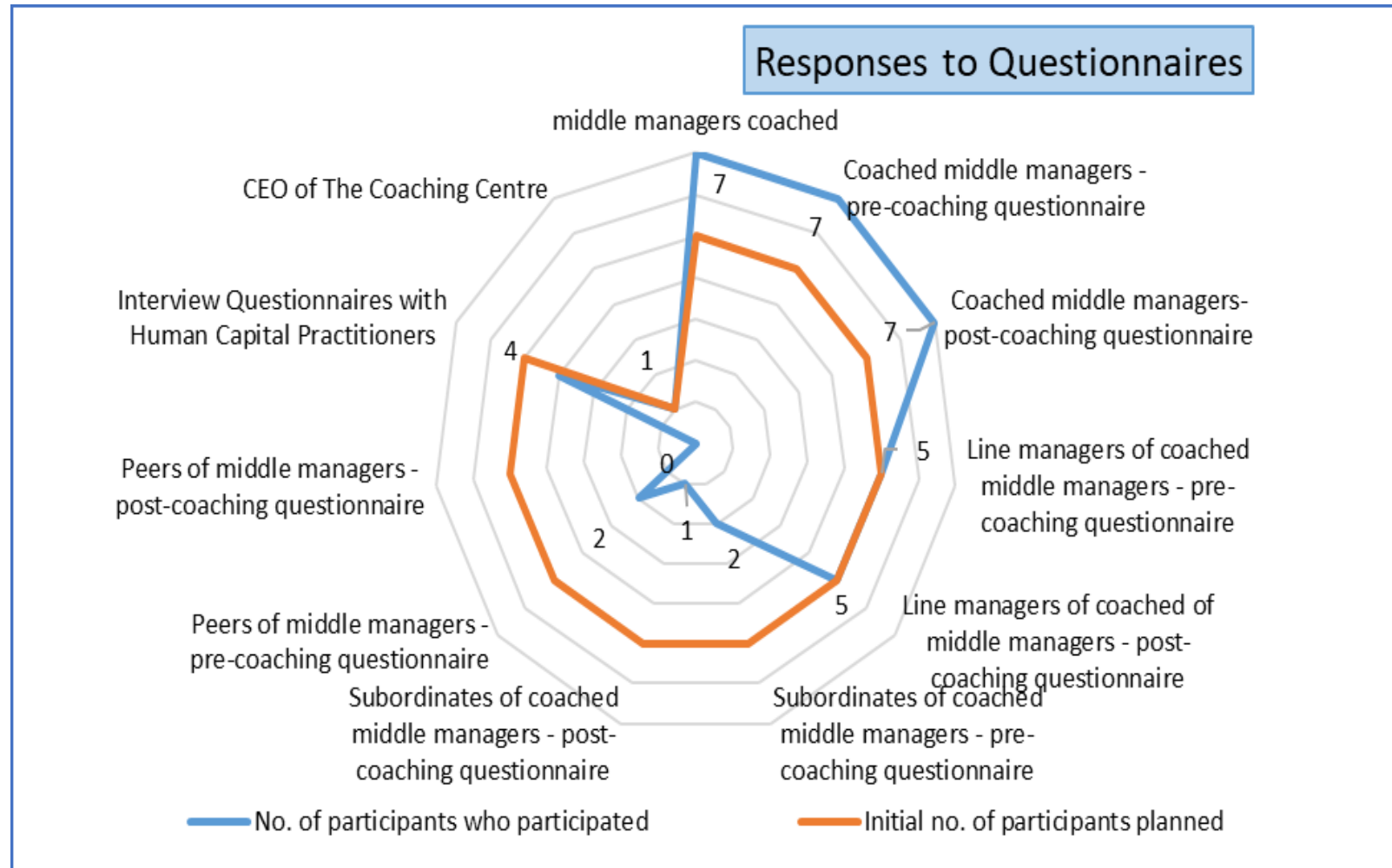
Local factors impacting coaching implementation.

Cultural and organisational influences on coaching practices.



Participants

Seventeen participants fully participated, i.e. seven middle managers that were coached (6 individual sessions); four HCPs responded via in interviews or via questionnaire responses and one CEO of a coaching company was interviewed. Reluctance / withdrawal from subordinates and peers noted





Methodology

The research employed a mixed-methods approach, combining interviews and questionnaires to collect data.

1

Data Collection

Data was collected before and after the coaching intervention, allowing for a comparison of skills and performance.

2

Interviews

Qualitative data was collected during the 60-90 minutes coaching session (ave. six sessions). Data recorded, analysed and interpreted for seven middle management participants involved in this study

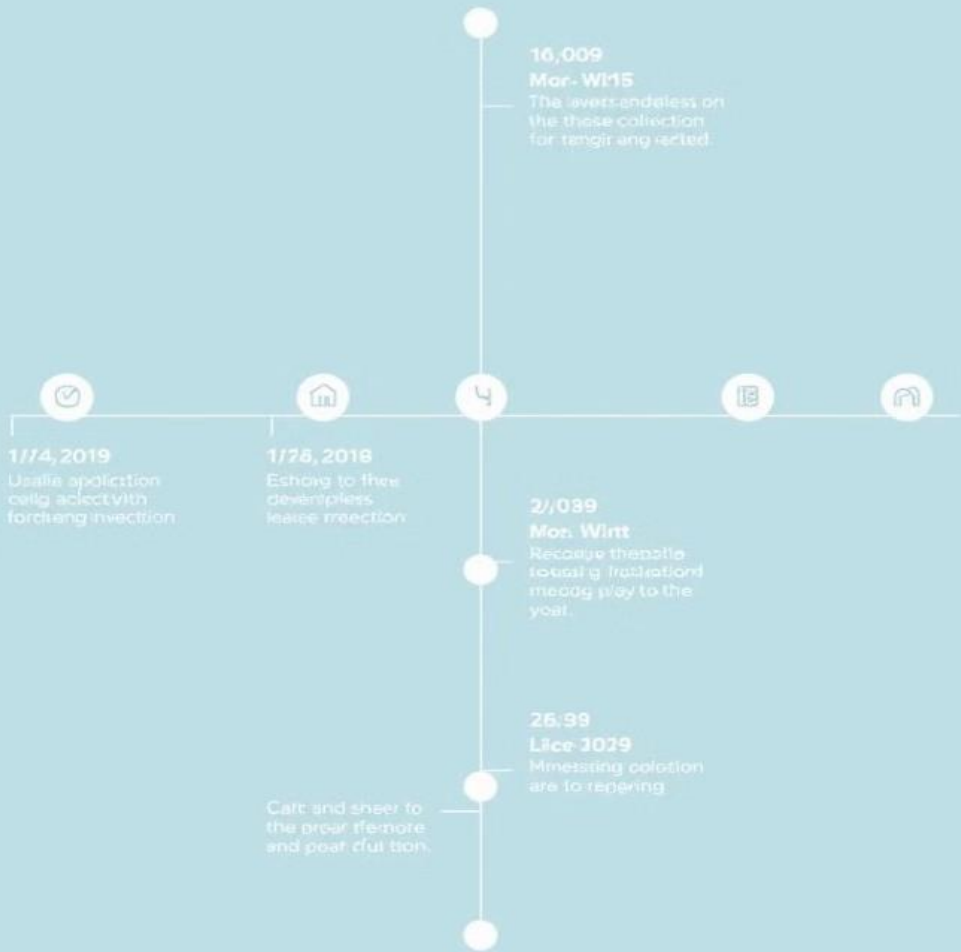
3

Questionnaires

Qualitative data was collected through pre and post-coaching questionnaires to assess changes in skills and performance.

Data collection

Data collection reassesses these timelines and collection process of timing.



Data collection took place in two phases: before and after the coaching intervention.



Pre-Coaching

Baseline data was collected through interviews and questionnaires before the coaching program began.



Coaching Intervention

Middle managers participated in a structured coaching program designed to enhance their leadership skills.



Post-Coaching

Data was collected again after the coaching program to assess the impact on managers' skills and performance.

Skills interpreted	Average scores
Intrapersonal skills: Self-awareness, emotional intelligence, adaptability and resilience Statement: <i>"I am more self-aware of my emotions and reactions since the coaching sessions."</i>	Agree
Leadership skills: Strategic thinking, problem-solving, team leadership and decision-making Statement: <i>"I have improved my strategic thinking and problem-solving abilities after the coaching sessions."</i>	Agree
Managerial skills: Planning, decision making, organising and delegating Statement: <i>"I am better at planning and organizing my tasks as a result of the coaching sessions."</i>	Disagree
Cognitive skills: Introspection, logical, analytical and critical thinking, creativity Statement: <i>"I have enhanced my critical thinking and creativity since participating in the coaching sessions."</i>	Agree
Interpersonal skills: Emotional intelligence, ability to listen and communicate well, conflict resolution and the ability to interact and engage well with people Statement: <i>"I am more effective in resolving conflicts and communicating with my team after the coaching sessions."</i>	Strongly Agree

Findings - Coached Managers

The findings revealed significant improvements in the leadership skills and performance of coached managers.

2

Increased Confidence

Coaching helped managers gain confidence in their leadership abilities, leading to more effective decision-making.

1

Enhanced Skills

Coached managers demonstrated improved communication, delegation, and problem-solving skills.

3

Improved Performance

Coached managers showed significant improvements in their team's performance and overall productivity.

Findings



Limited Awareness

Low levels of knowledge about formal coaching processes by middle managers, line managers as well as Human Capital Practitioners.

Lack of Training

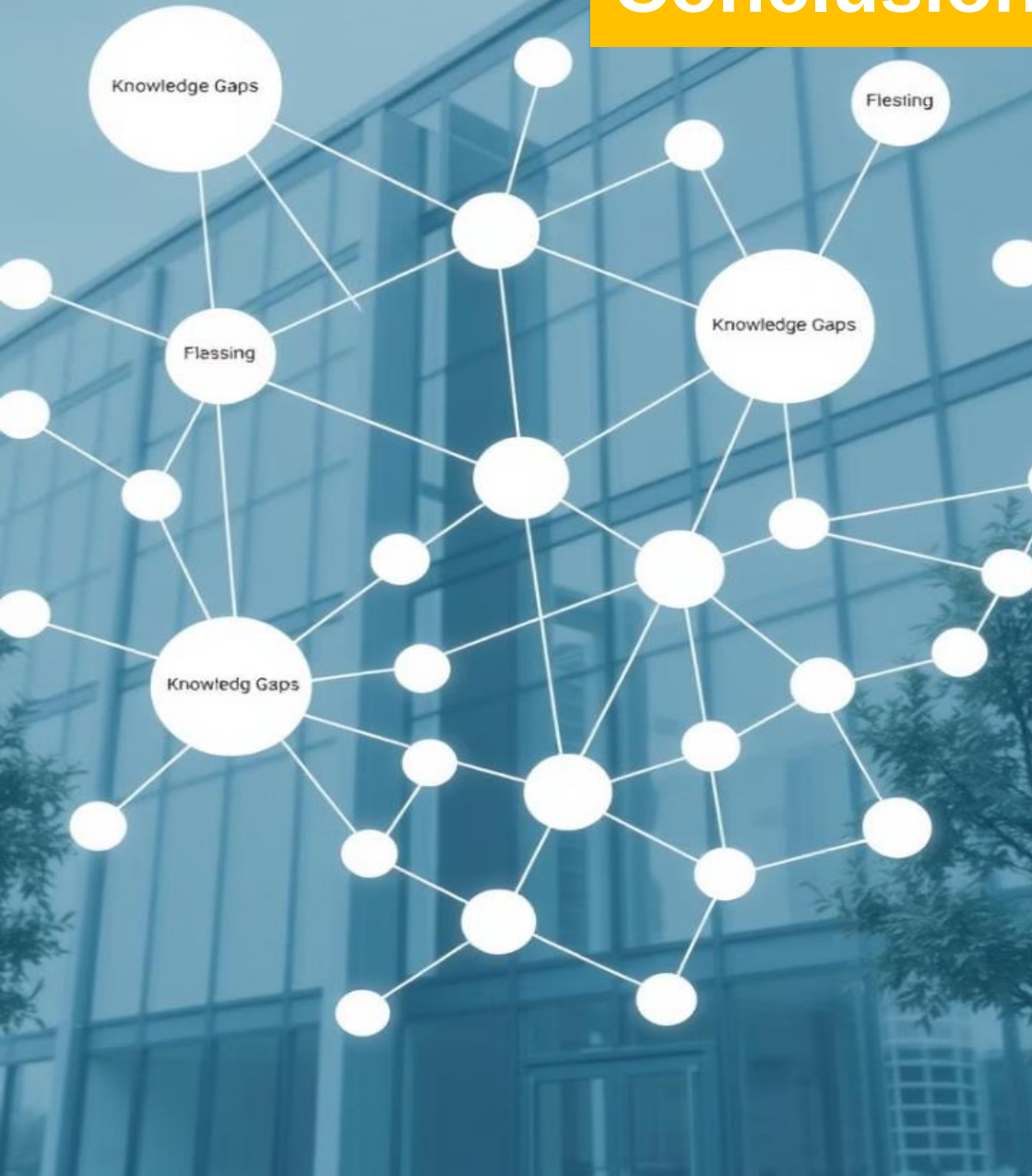
Inadequate opportunities for professional development in coaching by all the stakeholders of this study.

Perceived Ineffectiveness

The Doubt about the value and impact of coaching in the workplace.

Conclusions

The research concluded that formal coaching significantly impacts middle managers' leadership skills and performance.



1

Knowledge Gap

Significant gap in formal coaching knowledge among middle managers.

2

Missed Opportunities

Potential for leadership development and employee growth hindered.

3

Further Research

Exploring factors contributing to the gap.

Outcomes



Unleashing the Power of the Middle: A Journey of Ubuntu and Integral Leadership

Empowering middle managers to be strategic partners, not just executors, is essential for organizational success.

by David Smith
Leadership Coach
Member of the ICF

Integral Africa
The Coaching Centre
Leading Positive Development

Slide 1 of 7

1

Bridging the Gap: Middle Managers as Strategic Partners

Strategic Alignment

Middle managers must understand and align their actions with the organization's overall strategic goals.

Informed Decision-Making

Engaging middle managers in strategic discussions promotes informed decision-making and execution.

Enhanced Innovation

Diverse perspectives from the middle management layer can spark innovation and drive organizational growth.

P.s. All of the above statements are rooted in research conducted by David Smith in his Masters thesis

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2



The Power of the Middle: A Practical Framework

Integral Quadrant Plus Map

This framework allows for a comprehensive understanding of individual and organizational dynamics.

Integral Coaching

Coaching programs tailored to the specific needs of middle managers, using the Integral Quadrant Plus Map and U-Curve philosophies.

U-Curve Philosophy

This philosophy emphasizes the importance of navigating challenges and embracing growth opportunities.

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3

Unlocking the Potential: Investing in Middle Managers

Leadership Development

Invest in programs that develop middle managers' strategic thinking, communication, and leadership skills.

Mentorship and Networking

Connect middle managers with senior leaders and experienced professionals to gain valuable insights and guidance.

Empowerment and Recognition

Create a culture that empowers middle managers and recognizes their contributions to the organization's success.

The Coaching Centre has numerous learning and development programs that serve as a resource for our clients to co-create a coaching intervention specifically tailored for your needs.

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4

Success Stories: Evidence of Middle Management Impact

Company	Impact
Google	Increased innovation and employee engagement through middle manager empowerment.
Netflix	Enhanced decision-making and agility through middle manager involvement in strategic planning.

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5

Moving Forward: Building a Culture of Strategic Partnership with your middle manager

Open Communication and Shared Ownership

1. Foster open communication channels between executives and middle managers. Encourage middle managers to take ownership of strategic initiatives and contribute to their success.

Develop your greatest asset - your middle manager

2. Create opportunities for learning and development for your middle manager; the ROI will be twofold. Invest in coaching partnerships and unleash the hidden potential in this great resource.

Continuous Improvement

3. Continuously evaluate and improve the process of involving middle managers in strategic decision-making.

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6

The Future is Bright: A Collaborative Journey

By embracing Ubuntu and investing in middle managers through integral, holistic coaching programmes with professional accredited coaches, organisations can unleash their collective potential, creating a thriving and sustainable future for all.

Please contact David Smith, Managing Director
dsmith@thecoachingcentre.co.za
Or info@thecoachingcentre.co.za

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Slide 7 of 7

7

A presentation designed for business that promotes the value of investing in middle managers

Recommendations

Based on the findings of this study, middle managers are at risk of being marginalised from participating in formal coaching programmes facilitated by external, professional coaches.



Mandatory Training

Implement comprehensive coaching programs that is inclusive of middle managers.



Resource Allocation

Invest in coaching resources and tools by utilizing professional coaches to partner with middle managers



Mentorship Programs

Provide guidance and support for developing coaching skills.



Leadership Engagement

Encourage leadership support for coaching initiatives for middle managers and include them in strategy design.

LEARNING OUTCOMES

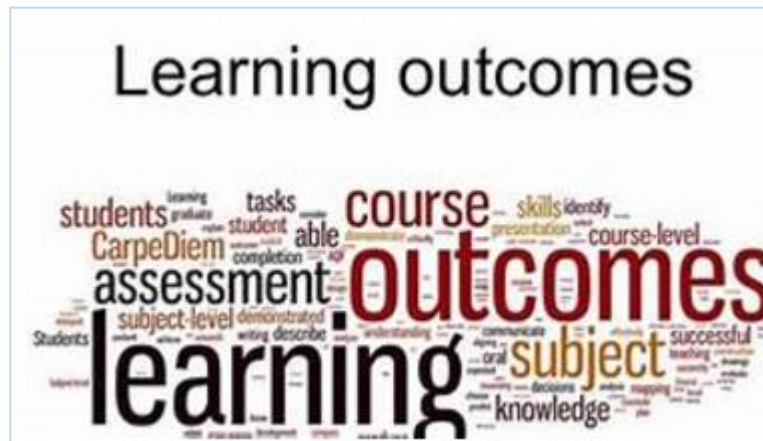
How is it that business appears to undermine to significant role played by middle managers?

Is the situation unique only to South Africa? What role does bias and the legacy of Apartheid play in this?

What might be the result of conducting this research?

Could it shift anything?

Will I, in my personal capacity, be satisfied with the outcome?



Industry Disruptor

Does this research question and its findings offer a platform to disrupt the status quo and offer renewed coaching opportunities for middle managers?

