

Sistemski korporativni coaching- študij primera velikega podjetja

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Povzetek

Raziskovalno vprašanje (RV): Korporativni coachi trenirajo ekipo v veliki organizaciji, s poudarkom na skupini podjetij in viziji podjetja, poslanstvu, vrednotah in strategiji. Sistemski korporativni coaching je proces, ki se hkrati nanaša na veliko skupino ključnih igralcev (petdeset, sto ali več udeležencev). Osredinja se na doseganje hitrih rezultatov v ključnih korporativnih spremembah in / ali tranzicijah. Vodja organizacije in izvršilna ekipa aktivno sodelujejo v sistemskem procesu korporacijskega coachinga. Sistemski korporativni coach (in skupina coachev) spremlja sisteme deležnikov, medtem ko aktivno spreminjajo sistem kolektivnega prepričanja, njihove aktivne načine delovanja. Sistemski korporativni coaching se lahko nanaša na mednarodne podružnice, glavne oddelke, oddelke ali enote in pogosto vključuje delo v "strateških" transverzalnih in medkulturnih projektnih skupinah. Na osnovi postavljenih teoretičnih izhodišč postavljamo tezo, da na sistemskem korporativnem coachingu temelječe podjetje preoblikuje ključne proizvodne procese podjetja, ki določajo, kako korporacija izvajajo spremembe.

Namen: Namen raziskave je na primeru iz prakse, z modelom razvoja za veliko korporacijo, opisati program poteka sistemskega kariernega coachinga. Cilj raziskave je spoznati uporabo posebne baze coaching orodij in strategij, zasnovanih za določeno poslovno področje. Predstavili bomo, kako se ukvarjati s temami, kot so upravljanje sprememb, konflikt ekipe, določanje ciljev oddelka, določanje posameznih ciljev.

Metoda: Metodologija raziskovanja teoretičnega sklopa temelji na splošni raziskovalni metodi spoznavnega procesa, s pomočjo katere so bila zbrana dejstva, podatki in informacije o opredelitvah, pojavih in elementih preučevanega področja razvoja sistemskega korporacijskega coachinga v velikem podjetju, pri čemer pa empirično-raziskovalni del prispevka temelji na razlagalni raziskovalni študiji primera iz prakse družbe ABC.

Rezultati: Rezultati sestojijo iz treh vsebinskih poglavij. Prvo opredelimo koncept sistemskega korporativnega coachinga. V drugem predstavimo model razvoja sistemskega korporativnega coachinga. V zadnjem poglavju predstavimo študijo družbe ABC in potek sistemskega korporativnega coachinga. Prikažemo metodologijo kvalitativnega raziskovanja, študijo primera od predstavitve družbe do ugotovitev študije o razvoju sistemskega korporativnega coachinga v pričujoči družbi. V treh dneh korporativni coaching hitro in učinkovito ustvari uspešen izvedbeno orientiran dogovor med 50-80 ključnimi igralci podjetja.

Organizacija: Korporativni coaching pomaga osredinčiti svoje vrhunske vodstvene ekipe, da uspejo premagati izzive in izvajati pomembne korporacijske prehode. Korporativni coaching lahko pomaga k oblikovanju boljših komunikacijskih sistemov in pretoka med sistemi, služi tudi za boljše orkestriranje in spremljanje vseh strateških in operativnih srečanj organizacije v celovitem sistemu. Rezultat so merljivi rezultati in veliko boljši sestanki.

Družba: Za izboljšanje učinkovitosti podjetja lahko korporativni coaching služi tudi za hitro optimizacijo operativnih povezav znotraj in med oddelki, oddelki, skupinami in ljudmi, na mednarodni in medkulturni ravni ter z okoljem.

Originalnost: Inovativni korporativni coaching pomaga pri razvoju podjetniške voditeljske kulture, ki je usmerjena v doseganje izrednih rezultatov. Model sistemskega korporativnega coachinga je inovacija na področju organizacijskega delovanja v velikih podjetjih ter uporabe umetnosti in znanosti o coachingu.

Omejitve/nadaljnje raziskovanje: Študij primera velikega podjetja je omejen na eno podjetje. Nadaljnje raziskovanje se lahko nanaša na mednarodne podružnice, glavne oddelke, oddelke ali enote in lahko vključuje delo v "strateških" transverzalnih in medkulturnih projektnih skupinah.

Ključne besede: sistemski coaching, korporativni coaching, študij primera, veliko podjetje, mednarodne podružnice, korporativno upravljanje, organizacija, vodenje, inovacije.

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Systemic Corporate Coaching – Large Company Case Study

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Abstract

Research Question (RQ): Corporate coaches train teams in large organisations, focusing on the companies' group, vision, mission, values and strategy. Systemic corporate coaching is a process that at the same time includes a large group of key players (fifty, one hundred or more participants). Its objective is to achieve quick results in key corporate changes and/or transitions. The head of the organisation and the executive team actively cooperate in the systemic process of corporate coaching. Systemic corporate coaches monitor the systems of stakeholders while they actively change the collective beliefs and their active modes of operation. Systemic corporate coaching can be applied to international subsidiaries, divisions, departments or units, and it includes working in 'strategic' transversal and intercultural project teams. Based on the set theoretical basis, we hypothesise that a company based on systemic corporate coaching transforms its key production processes, which determines how a corporation implements changes.

Purpose: The purpose of the study was to describe the process of a systemic career coaching programme on a practical example, using the development model in a large corporation. The objective of the study was to show the use of special coaching tools and strategies developed for a specific business field. We will present how to deal with fields like change management, team conflicts, department target setting, and setting individual objectives.

Method: The study methodology of the theoretical part was based on the general research method called familiarisation process, based on which we gathered known facts, data and information on definitions, phenomena and elements of the studied field – development of systemic corporate coaching in a large company. The empirical/research part of the study, on the other hand, was based on an explanatory research case study of the company ABC.

Results: The results include three substantive chapters. First, we defined the concept of systemic corporate coaching. In the second chapter, we presented the development model of the systemic corporate coaching. Finally, we presented the case study of the company ABC and the process of systemic corporate coaching. We showed the methodology of qualitative research and the case study from the presentation of the company to the findings of the study on the development of systemic corporate coaching in the mentioned company. In three days, corporate coaching quickly created an implementation-based agreement between 50–80 key players of the company.

Organization: Corporate coaching helps top management teams to focus on overcoming their challenges and perform important corporate transitions. It can be used to form better communication systems and flows between systems, and it can improve management and monitoring of all strategic and operative meetings of an organisation in a comprehensive system. We can achieve measurable results and significantly better meetings.

Society: To improve the efficiency of the company, corporate coaching can be used for a quick optimisation of operative connections within and between divisions, departments, teams and people, both on an international and intercultural level, and in relation to the environment.

Originality: Innovative corporate coaching helps develop a business leadership culture that is focused on achieving outstanding results. The model of systemic corporate coaching is an innovation in the field of organisational operation in large companies and uses the art and science of coaching.

Limitations / further research: The case study of a large company is limited to one company. Further research can be applied to international subsidiaries, divisions, departments or units, and it can include working in 'strategic' transversal and intercultural project groups.

Keywords: systemic coaching, corporate coaching, case study, large company, international subsidiaries, corporate management, organisation, management, innovation.

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