

Kovčing v organizaciji v post COVID-19

Tatjana Dragovič*

University of Cambridge, Faculty of Education, 184 Hills Road, Cambridge, CB2 9PQ,
United Kingdom
td344@cam.ac.uk

Fakulteta za organizacijske študije v Novem mestu, Ulica talcev 3, 8000 Novo mesto,
Slovenija

Povzetek

Raziskovalno vprašanje (RV): Kako so organizacije v Sloveniji in tujini (VB in ZDA) uporabljale kovčing v letu 2020 v času COVID-19 in kaj so se med uporabo naučile za post-COVID obdobje?

Namen: Namen raziskave je bil prvo preučiti načine uporabe kovčinga v poslovnih organizacijah (v času COVID-19), ki so že prej poznale in ponujale kovčing svojim zaposlenim. Drugi namen je bil oblikovati napotke za uporabo kovčinga za naslednje obdobje (post-COVID 19) na osnovi pridobljenih vpogledov v letu 2020. Zaradi prehoda na »delo od doma« je bilo potrebno najprej posebej raziskati, v kateri obliki se je kovčing uporabljal v novonastalih okoliščinah in kako so se zaposleni odzivali.

Metoda: Po pregledu najnovejše literature (iz leta 2020 in 2021) na področju uporabe kovčinga v poslovnih organizacijah v času COVID-19, se je kvalitativna raziskava nadaljevala z zbiranjem podatkov skozi 10 intervjujev, in sicer 6 intervjujev z vodilnimi iz slovenskih organizacij in 4 z vodilnimi iz tujih organizacij iz Velike Britanije in Združenih držav Amerike. Intervjuvanci prihajajo iz 8 različnih organizacij (4 iz Slovenije in 4 iz tujine). Intervjuji so bili analizirani s pomočjo »Interpretative Phenomenological Analysis (IPA)«.

Rezultati: Raziskava je pokazala, da se je kovčing v času COVID-19 in dela od doma v treh organizacijah uporabljal »parcialno« oziroma le kot orodje pri vodenju, medtem ko se je v preostalih petih organizacijah uporabljal »holistično« oziroma kot »drža« in »miselnost« in imel pozitiven vpliv na »wellbeing« zaposlenih. Čeprav so organizacije v praksi »holistični« pristop izvajale različno, je bil skupen element prehod od takomenovanega »first generation coaching« (z močno ciljno naravnostjo) k »third generation coaching« (z močno dialoško in reflektivno naravnostjo).

Organizacija: Organizacije, ki že uporabljajo kovčing, lahko nadgradijo in mogoče celo preoblikujejo način izvajanja kovčinga v obdobju post-COVID. »Parcialna« uporaba kovčinga se lahko razširi na sistemski pristop in s tem na učinke, ki presegajo le ciljno naravnost.

Družba: Prispevek družbi se odraža v novi »holistični« uporabi kovčinga v organizacijah, ki ima za posledico višjo »wellbeing« raven zaposlenih.

Originalnost: Izvedena raziskava predstavlja prispevek k novim pristopom za izboljšanje »wellbeing« zaposlenih v obdobju post-COVID skozi kovčing in tako poziva na uporabo dobrih praks v času COVID 19.

Omejitve/nadaljnje raziskovanje: Raziskava je bila omejena na le 8 organizacij in 10 vodilnih in bi jo bilo zaželeno razširiti na večje število organizacij udeležencev. Raziskava se je ukvarjala le z vpogledi iz uporabe kovčinga v času COVID-19. Na »wellbeing« zaposlenih je lahko vplivalo veliko drugih dejavnikov, ki bi lahko bili predmet nadaljnjih raziskav.

Ključne besede: kovčing, COVID-19, kovčing v organizacijah, »first generation coaching«, »third generation coaching«

Tatjana Dragovič je magistrirala in doktorirala v Veliki Britaniji na področju izobraževanja odraslih in na podpodročjih prenosa znanja in profesionalnega razvoja zaposlenih. Od leta 2007 poučuje in raziskuje na Univerzi v Cambridgu, Velika Britanija na področjih izobraževanja, dialoškega pristopa, vodenja, coachinga, raziskovalnih metod za »practice research«. Od leta 2015 na Univerzi v Cambridgu poučuje doktorante kvalitativne raziskovalne metode in vodi raziskovalno skupino »Leadership, Educational Improvement and Development (LEID)«. Raziskovalno se ukvarja s proučevanjem razvoja voditeljstva, profesionalne identitete,

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dialoških pristopov, možnostnega mišljenja, coachinga in profesionalnega razvoja zaposlenih. Na Fakulteti za organizacijske študije v Novem mestu je bila izvoljena v naziv docentke.

Post COVID-19 coaching in organisations

Tatjana Dragovič*

University of Cambridge, Faculty of Education, 184 Hills Road, Cambridge, CB2 9PQ,
United Kingdom
td344@cam.ac.uk

Faculty of Organisation Studies in Novo mesto, Ulica talcev 3, 8000 Novo mesto, Slovenia

Abstract

Research Question (RQ): How did organizations in Slovenia and abroad (UK and USA) utilise coaching in 2020 during COVID-19 and what are the lessons learned for the post-COVID period?

Purpose: The purpose of the research was to first examine the ways of using coaching in those organizations (during COVID-19) that were offering coaching to their employees even before COVID-19. The second purpose was to develop guidelines for the use of coaching for the post-COVID 19 times based on the insights gained in 2020. Due to the transition to "work from home", it was necessary to first investigate in what way coaching was used in the new circumstances as well as employees' responses.

Method: After reviewing the most recent literature (from 2020 and 2021) in the field of coaching in organizations during COVID-19, the qualitative research continued with data collection through 10 interviews (6 interviews with leaders from Slovenian organizations and 4 with leaders from foreign organizations from the United Kingdom and the United States). Interviewees come from 8 different organizations (4 from Slovenia and 4 from abroad). Interviews were analysed using the Interpretative Phenomenological Analysis (IPA).

Results: Research has shown that coaching was used "partially" or through a piecemeal approach i.e. only as a management/leadership tool in three organizations during COVID-19 (work from home) while in the remaining five organizations used it "holistically" or as an "attitude" and "mindset" and as such had a positive impact on employees' wellbeing. Although organizations practiced a "holistic" approach differently, the common feature was the transition from so-called "first generation coaching" (with a strong goal orientation) to "third generation coaching" (with a strong dialogical and reflective orientation).

Organization: Organizations already using coaching can upgrade and perhaps even reshape the way coaching is conducted in the post-COVID period. The "partial/piecemeal" use of coaching can be extended to a systematic approach and thus bring effects that transcend goal-orientation.

Society: The contribution to society is reflected in the new "holistic" use of coaching in organizations, which results in a higher "wellbeing" level of employees.

Originality: The research contributes to new approaches to improving the "wellbeing" of employees in the post-COVID period through coaching.

Limitations / further research: The research was limited to only 8 organizations and 10 leaders and it would be desirable to extend it to a larger number of organizations and participants. The research dealt only with insights from the use of coaching during COVID-19. The "wellbeing" of employees could be influenced by many other factors that could be the subject of further research.

Keywords: coaching, COVID-19, coaching in organisations, »first generation coaching«, »third generation coaching«

Tatjana Dragovic has obtained a master and Doctorate degree in Education (EdD) in Great Britain in the fields of adult education, knowledge transfer, professional identity and continuing professional development. Since 2007, she has been affiliated with the University of Cambridge, UK in teaching and researching roles in education, dialogic approach, leadership, coaching and research methods for practice research. In addition, Dr

Dragovic has also been teaching qualitative research methods for doctoral (EdD) students and leading research community »Leadership, Educational Improvement and Development (LEID)« at University of Cambridge since 2015. Her research interest lies in the fields of leadership development, professional identity, dialogic approaches, creativity, possibility thinking, coaching, continuous improvement and professional development. She holds assistant professorship at the Faculty of Organizational Studies in Novo mesto.