

Different Coaching for Different Organizational Cultures?

Ethical Consent to Participate

This study is being conducted under the direction of Jim Gavin, PhD, MCC at Concordia University in Montreal. It has been approved by the university's human research ethics committee. Participation is voluntary and completely anonymous.

You will be asked to rate the benefits of different coaching types in different organizational cultures. It should take 20-25 minutes. You may quit at any time and clear your survey responses. Your answers will be summed with all other responses. We have included some background questions on the final page of the questionnaire for statistical analyses.

We intend to publish our findings in professional coaching journals. Your participation will help us offer important insights to the profession.

If you have any questions, you may contact Professor Gavin at: Jim Gavin PhD, MCC, Professor of Applied Human Sciences, Concordia University, 7141 Sherbrooke Street West - VE329.02, Montreal, Quebec H4B 1R6, (514) 848-2424 x 2272, james.gavin@concordia.ca

By clicking the "Next" button, you are agreeing to participate in this study

Instructions for the Survey

Please read the definitions below before beginning:

TYPES OF ORGANIZATIONAL CULTURE

CLAN

Orientation:
COLLABORATE

Leader: facilitators & mentors

Values: commitment, consensus and development

Get results by: human development and participation

ADHOCRACY

Orientation: **CREATE**

Leader: entrepreneurs & visionaries

Values: innovation, transformation, agility

Get results by: innovation, vision and fluid structures, freedom

HIERARCHY

Orientation: **CONTROL**

Leader: monitors & organizers

Values: efficiency, uniformity, formality, control

Get results by: stability, control, structure and efficiency

MARKET

Orientation: **COMPETE**

Leader: hard drivers & competitors

Values: competition, market share, profit

Get results by: risk taking & aggressive competition

TYPES OF COACHING

LEADERSHIP

Focus: **Leadership development**

Goal: Client Increases leader competencies for present or future roles

Tools: 360 feedback, psychometric tests

PERFORMANCE

Focus: **Performance improvement**

Goal: Client addresses present or potential performance concerns

Tools: Performance indicators & feedback

LIFE/PERSONAL

Focus: **Personal development**

Goal: Client attains personally desired outcomes or objectives

Tools: Life reviews, values assessments, goals, visioning, support systems

3rdGENERATION

Focus: **Personal values and identity**

Goal: Client explores values, identity, meaning, and career/life directions.

Tools: Dialogue to generate reflection on meaning, identity, values, aspirations

TYPES OF BENEFIT

ROI

What is the organization's return on investment for coaching?

PERSONAL

How much do employees' grow, develop and achieve personal goals?

ALIGNMENT

How aligned are employees with the organization's expectations?

ADAPTATION

Does the organization's capacity to adapt and innovate improve?