A Study on Need for Executive Coaching in Indian Business Organizations

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ABSTRACT

Executive coaching has become one of the important methods to prepare the existing employees for leadership roles in today's business organizations. It is also used as a tool to make better employees. This particular study has been directed towards understanding the concept of executive coaching in business organizations, the extent of coaching awareness in Indian business organizations and whether the business organizations are aware about coaching. The study also tries to find out if coaching is practiced internally or externally.

Keywords: Executive Coaching, Coaching in India, 360-degree feedback, Internal Coaching, Managers as Coach.

INTRODUCTION:

According to John Whitmore "Coaching is unlocking a person's potential to maximise their own performance by helping them to learn rather than teaching them". In (Press, 2004)"Coaching is an interactive process through which managers and supervisors aim to solve problems or develop employee capabilities". Coaching is more about finding gaps or to identify the necessary skills that are lacking. According to (Williams, 2016) the skills that are imparted through coaching are not technical in nature. They are more of behavioural based. Coaching is done by helping to learn the required skills. It is not necessary for a coach to have the knowledge of those skills. To give a hypothetical situation as an example, "Lisa is a very good analyst, but when it comes to interactive sessions, she has problems". When this kind of issues come, a coach has to identify the reasons by making Lisa realize the criticality of the issue and also help her to find out solution for herself. To sum up, coaching as a concept has emerged more to bring about certain behavioural changes that are required at the position that an employee is handling in order to make him a better leader. This particular study tries to understand the extent to which executive coaching is happening in India, whether the business organizations are aware and whether they practice coaching externally or internally. The study has been carried out based on subjective interviews with few Indian executive coaches and business leaders. The study aims to help today's Indian business leaders, entrepreneurs, HR executives and researchers in the field of leadership and organization behaviour.

LITERATURE REVIEW:

In (Goldsmith, 2015) the author talks about why is it necessary that everyone in corporate needs a coach. Some of the areas like sports, invite coaching because they consider it important to be better and become the best. When it comes to our real work life, there are lot many issues which lead to undesirable behaviour. One reason why

people hesitate is, they need privacy. The important reason to resist is people always try to convince themselves that they don't need any help. They can do it all by own. But the truth is people actually need help at times and when they receive such supporting help, they improve consistently. Therefore, three reasons why everyone needs a coach are- "We get better", "We get better faster", and "Eventually we become our own coach".

In (Joe Beel, 2016) it is written that organizational executive coaching is not only a one to one process but it leads to something known as 'shared leadership'. It is a state which can be achieved when top leaders of the organization are simultaneously coached towards a common future. Leaders need to be directed well because they are directly involved in strategic planning for the organization. Coaching provides them a private space to think as well as rethink. The main aim is that a leader should be able to demonstrate the required 'attributes', 'attitudes' and 'behaviour'. For this to happen the organization needs to identify the key stakeholders who have significant experience and conduct a 360-degree feedback to know what's best for the future. It also acts as a conformance to what a coachee says about, whether it is right and to what extent. Some important questions can be- "What do you see as this organization's priorities and how is it meeting them?" "What are the strengths of this leadership team?" After such questioning the coach can move forward in coaching the key leaders based on situations which vary in terms of being internal, related to stakeholders, current and future missions.

In (Fielden, n.d.), there are primarily two approaches to coaching- 'individual' and 'team'. In individual coaching there are four types. 'Goal oriented coaching' which happens for developing better strategies, managing change and developing focus. Executive coaching happens with leaders who are very much responsible for the organization. This happens for making them more effective by bringing in them necessary technical as well as psychological changes. "Transactional and transformational coaching" which happens by going beyond the general competency development to 'building awareness', 'building commitment'. 'Self-coaching' in which the coach needs to ask himself about his 'experiences', 'opinions' etc. Team coaching happens when the coach needs to align a particular team which has certain responsibility. The coaching sessions may go the way they usually happen, but they may happen separately for members because issues might be different for all.

In (Downey, 2007) the author talks about people misunderstanding coaching and also why managers need to be like a coach to a certain degree. Coaching should help the person being coached, develop innate capacity. He gives example that when a manager talks to another about some issue, he may ask the person himself his opinion to tackle and this is what coaching does. He also says that a manager should try to learn more about his subordinates and help them become more independent. In (Joseph R. Weintraub, 2015) it is written that managers are people who lead a group of individuals whatever area of function they may belong to. There are managers who lead in the normal way but there are also managers who consider coaching as part of their job because it acts as a tool to develop their subordinates. The reason why some managers are like that include, they like to spend more time with their team members and develop strong relations, "they are curious" i.e. very eager to know how things are going on, "they enjoy helping people develop". If a manager wants to develop such skills than he must first change his mindset, he must try to learn from an internal coach if present on how to converse well, ask open ended questions. The most important factor is the manager needs to feel connected and ready to help then only he can proceed. In (Downey, 2007) the author talks about how a manager needs to bring balance between 'command and control' as well as 'love' and 'care'. It is because being extreme at both ends have their own advantages and disadvantages. This a manager can do by establishing what are the objectives, when things have to be implemented i.e. 'why', 'what', and 'how' must be clear. Further in (Grant, 2010) the research shows that there are lot of positive aspects attached to workplace coaching. It is mainly possible when the management tries its best in facilitating workplace coaching by bringing interventions focussing on removing barriers to change.

In (Goldsmith, 2003) the author says that surveys have found many corporate sector failures have occurred when their leaders were unable to live people's values. There are always problems when leaders try to think of their pride. It has been found that people praise when leaders confess clearly and try to work upon dysfunctions. 360-degree feedback has been found very effective in finding the gaps required to be dealt. Companies like American Express, General Electric, Johnson & Johnson have done it.

In today's organizations 360-degree feedback is one of the most important ways to get feedback. In (Ghorpade, 2000) a 360-degree feedback is one which is different from traditional performance appraisals which involves only feedback from the supervisor. 360-degree feedback, is a method of collecting feedback about the employee not only from supervisors but peers, subordinates, co-workers, internal as well as external customers. The key difference is that it is done anonymously. Research has shown that an honest feedback given anonymously is more effective when it comes to drive towards improvement of the employees. It is also mentioned that a 360-degree feedback should be guided with proper rules so that there won't be issues regarding information leak. It is strictly done for development purpose rather than to appraise. Also, the information has to be specific, which are

only related to the context of rating identified by the management. The biases can be reduced if feedbacks in the organization allow the potential raters to detect their own biases. The process can be promoted well if the organization creates an environment of 'trust', 'openness' and 'sharing'.

In (Rajiv Krishnan, 2015) there is a survey on what is the scenario of coaching in India. As per that 69% HR heads and 66% coaches who were part of the survey said that in India stakeholders have not yet understood the importance of coaching needs. Coaching as an activity has become more focussed towards "developing capabilities of high potential performers" rather than rectifying their behaviours. The coaching scenario in India is bit different than that in the west as in India the coaches need to customize their methodologies. For instance, in India the employees are used to learn from their bosses and supervisors. As per the report 100% of HR leaders who were part of the survey said that coaching is a necessary tool in this VUCA i.e. volatility uncertainty complexity ambiguity type economy. Around 38% of them say coaching is effective when used to develop high potential professionals into leaders and 35% say that it is useful in 'transition' of leaders into new roles. Survey also said that there has to be clear understanding of the objectives of the coaching otherwise it will show no results. The study revealed that 65% of the HR leaders who were in the survey believe in getting external coaches because they have diverse experience whereas 35% of them said it should be mix of internal as well as external. The concept of manager coaching subordinates is also prevalent but the management needs to understand that the managers will have to be trained to possess such abilities.

The selection of coaches varies. 59% said they want coaches with good experience, 31% said they see for appropriate certification, 4% by references and less than 3% see from commercial benefit point of view. Effectiveness of coaching is measured by multi-stakeholder feedback i.e. 360-degree feedback because coaching is a qualitative activity and calculation of ROI i.e. return on investment is not possible. As per the survey 42% HR leaders say that feedback from reporting manager and participants team at the end is the best way. 27% said that coachee's experience and feedback is more preferable. According to 54% of executive, coaches involved in the survey, feedback from reporting manager and participants is effective. According to 55% of the participants, the responsibility of a coaching programme being effective lies in the hands of HR leader, manager as well as the coach.

There are also many reasons why a coaching programme may fail, some of them include- "lack of clear goals", "lack of efforts made by coachee", "lack of support from the reporting manager", "lack of coach-coachee compatibility". The difference between west and Indian coaching scenario is 'maturity'. In India it is still emerging as a development tool. For instance, in west, coaches try to explore the coachee more so that they can identify where exactly the coachee is lacking whereas in India for a large number of coachee, coaching is more like being directed by the coach. Therefore, a successful coaching programme is possible by, "the more precisely an organization can define what it wants from its coaching programme, the greater the chances that the results will meet its expectations".

In (PV Bhide, 2014) a case is given about how the renowned JK group of India used coaching to develop it leaders. JK group being into variety of businesses wanted to identify who are those leaders who can lead their business units in future. Based on their basic appraisal systems they identified 120 such future leaders. The aim was to shift from "develop competencies" to "learning from experiences". This program was known as "the fire of experience program". It was planned to span for 2 years with 3 phases which included preparation phase, 6 months 1st assignment phase, and last phase having 2 development experiences. The 7 types of experiences out of which any two in minimum leaders had to go through were-

1. "Turnaround"- Bringing change in some form.
2. "New initiative"- Building something from nothing.
3. "Horizontal move"- Moving to another function just for experience, not by promotion.
4. "Cultural crossing"- Values, norms of people working from various regions.
5. "Increased job scope"- Increase in responsibility.
6. "Influence without authority"- Influencing peers and higher management, managing politics.
7. "External pressure"- Managing groups outside the organization like customers, vendors, unions, partners etc.

1st phase i.e. preparation phase- Indian culture being more 'collective' rather than 'individualistic', was the reason why stakeholders were made aware by orientation and develop supportive relationship. Here comes the context of Krishna-Arjun relationship. In the Indian mythology of 'Mahabharata' the conversation between Krishna and Arjun became a message to the world in the form of 'Bhagavad Gita'. The relationship between Krishna and Arjun was more like a 'coach' and 'coachee'. Putting that in this scenario, Krishna is the 'boss', Arjun is the

'subordinate', Super Krishna is the 'boss-boss' or 'business unit' head, an executive coach, peer subordinates who were different for each assignment, business unit HR head who ensures that the whole HR function is in the right direction, then the corporate HR head who is the coordinator. The orientation 1 was for coaches who had to work with leaders and orientation 2 was for others i.e. Krishna, Arjun etc.

Coaching process - The initial workshop was by the HR to make all Arjun identify their positive as well as negative behaviours. The behaviour which will be identified helpful was to be developed with the help of the coach. The whole process had to make even a better boss. A 360-degree feedback to participants, the coaches rating on 1-10 scale about their improvement and progress. After this there was a triangulated conversation which was also known as 'quarterly review' which involved Super Krishna, Arjun, Krishna, Coach, and Corporate HR. The observations were based on coaching sessions and 360-degree feedback. This was an essential step because here the 'Arjun' summarizes his whole journey and also talks about the current state of his positive and negative behaviour. Because the Super Krishna and Krishna both were present, the review became very important.

Final phase (2nd and 3rd assignments)- Here the objective was to go through any of the experience as described in the "fire of experience" based on the strategic needs of the business unit in which Arjun is involved. Example- Creating engagement, improving product capacity etc. There are two such notable cases mentioned in the programme. 1st one being of Mr Kapoor who had the responsibility of developing strategies to make JK tyres competitive in the market. 2nd one being of Mr Patnaik who had to make a rural school equipped with better teachers and facilities to facilitate JK group employee's children.

There were some challenges too which the group faced in the process of initiation. Some of them were less interactions between the Coach, Krishna, Super Krishna for regular progress. Also, other stakeholders like the Arjun himself, Corporate HR, Coach at one point. Apart from challenges there were also some successes which included stakeholders being involved from top to down, detailed sharing and improvement in learning processes.

METHODOLOGY AND DESIGN OF THE STUDY:

Nature of the Study:
Coaching as an activity is subjective in nature. It involves the coach to ask questions and the coachee to direct the session with his answers. Therefore, it was difficult to identify variables which determine the effectiveness of coaching and measure them quantitatively. Such an analysis would not serve the purpose of understanding coaching and its application in deep. Therefore, this study was done using qualitative techniques.

Research Objective:
The study aimed to understand the awareness of Executive Coaching in India and what are the steps that are being taken to make it happen.

Hypothesis :
The hypothesis formed for this particular study was "Organizations in India follow Executive Coaching and business leaders are aware about its importance".

Data Collection:
Both primary and secondary data were used for the study.

Primary Data:
For primary data there were semi-structured interviews conducted with four professional executive coaches. All the four coaches were primarily external coaches i.e. those who come to organizations only at the time required. Out of the four, three were conventional coaches i.e. they have certification from coaching bodies. One of them being a Marshall Goldsmith Stakeholder Centred Coaching certified coach and the other two being certified by ICF i.e. International Coach Federation. One of the coaches interviewed was non-conventional i.e. he didn't have any certification as such but due to his significant experience in leadership positions, coaching became one of his professional careers later.

After the interviews with the coaches, the researcher further interviewed three corporate HR people. Three of the people interviewed belonged to two of the renowned companies in India. The first person being training and development head, Deputy General Manager HR department in Indian Oil Corporation Limited Paradip refinery and second person being a senior manager HR in the same division of the company. Indian Oil Corporation Limited is a leading public sector oil and gas company in India which is also part of Fortune 500 companies of the world. The third person being Chief HR Officer Infosys Limited, which is again a leading software company

in India and is also one of the BSE i.e. Bombay Stock Exchange companies. The reason why researcher took both public sector and private sector company was to get different perspectives.

Secondary Data:
The secondary data taken into consideration for analysis included the literature available related to need for coaching in business organizations and also the coaching scenario in India.

Treatment of data:
In case of primary data, the interview transcripts collected were analysed using a method known as 'conversation analysis'. The responses of people interviewed were summarised and used to understand their opinion and ideas. The data was analysed using 'content analysis' where in the key concepts identified in the summary responses of the interviewed people were analysed with respect to the hypothesis formed. The secondary data was also analysed using 'content analysis'.

DATA ANALYSIS AND INTERPRETATION:

Primary data analysis:
Interviews with the coaches:
According to the coach who has certification from Marshall Goldsmith Stakeholder Centred Coaching, the decision for the need of coaching is taken between the HR head and current business heads who need to identify potential leaders. Initially in the process of coaching it happens that the coachee feels dominated but the coach creates a friendly environment which leads to a strong bond between them. The coach shows a mirror to the coachee of where is he. The concept of internal coaching is also existing in companies. Example- Tata group may have some coaches for each of its companies who may pitch in to any of them at the time of need. Some of the Indian MNCs which do coaching are, Tata group, Birla group, Wipro, Infosys etc. The trend of managers developing coaching skills with training from coaching bodies is also rising. This validates the fact that major Indian corporates have awareness about executive coaching.

According to one of the coaches with certification from International Coach Federation, coaching happens for preparing executives for next level of leadership. At one stretch it happens for 60-70 minutes on an average. The engagement is for maximum 1 year, on an average 9 months and minimum around 3-6 months. In the coaching process the coach tries to explore the coachee. The coach need not do any psychometric assessment rather it is important to understand the person. Every conversation should clarify the person's goal, what is it that he wants to achieve in the organization. There are many reasons why people are coached in Indian organizations. Sometimes to deal with promotion related problems like they have not been able to reach what they expected. There are a lot of corporate engagements and workshops which happen to train managers in India regarding coaching skills. The workshops are primarily based on experiential learning. Coaching involves 50% of theory and 50% of practice which depends on how the coach applies. Coaching involves the coach to only listen to the coachee at most occasions because the idea is to bring out what is there inside him. Therefore, it may not involve things like storytelling, role playing, role modelling. It involves a lot of questioning and feedback about progress in the organization.

According to the second ICF certified Coach interviewed, in corporate scenarios, people go through seminars, group discussions, workshops, case studies etc. for knowing about the leadership skills and approaches which is part of leadership centre assessment. Coaching a person identifies what is it that's creating problem or what is it that he wants to develop and then he sits with the coach who helps him in getting out of the issue. This identification of the issue varies which as per many coaches is by 360-degree feedback or some other psychometric assessments. Therefore, a coach may help a coachee to prepare for the next level, or he may help in dealing with behavioural issues or a coach may also help a coachee by being a friend. Whatever the issue may be, the coach and the coachee will have proper engagement through an agreement for a specific time period.

The coach who said that he doesn't hold any certification of coaching but uses his rich experience in leadership position, gave a lot of inputs regarding what coaching scenario is in India. Coaching usually happens at a very senior level i.e. CEO, MD and Board of directors. Orientation, induction, training for specific skills all happen at middle level under the bracket of training and development which comes under HR function. What managers go through at some point in their career is a reorientation program in which the same old things are taught with a new perspective. Motivation is also done at this level. The requirement of coaching comes when a senior level executive has to set new things, take new decisions. The position he handles won't involve any additional training. Many of the scenarios like being part of club or playing golf, or coffee sessions were designed in order to make

these people more creative. Creative thinking happens when you move out of a fixed system. If a person working at middle level has an issue, he can approach his senior, peer but if a person at top level has an issue, whom is he going to approach? Therefore, here a coach comes into action. Training happens at a larger scale which involves more people. At top level the things that generally a coach needs to develop include- "developing passion", "aligning to vision", "creating vision", "creating concept", "new ideas", "time management", "how to expand", "to look at company from a new perspective", "cater to issues like loneliness by being a friend".

Coaching in Indian context happens in a niche market which is why people who coach also do training. In lower level of organization, an employee is given targets to achieve, but as the employee moves higher into leadership roles, he has to create jobs, understand the needs of the company. The person won't have any fixed holidays so having dinner party or playing golf becomes part of their thinking process. At leadership position people lack the ability to take out time for themselves and think which is why they require a coach's assistance.

Interviews with the corporate HR people:

The first interview was with training and development head, Deputy General Manager HR department in IOCL i.e. Indian Oil Corporation Limited Paradip refinery. He gave a complete picture of the organization culture, its HR practice as well as the process of training and development in the organization. IOCL is a public sector undertaking which supports job security, job motivation at all levels of hierarchy in the organization. The organization follows a broad band in which people join at the ground level and involves more functional work, then middle management level, then finally leadership level. Therefore, three kinds of training happen first at functional level it is skills based, at managerial level it is interpersonal, intrapersonal and group dynamics skills, at leadership level it is about how the employee is leading people under him. The band starts with officer grade which is A to executive director which is F. Functional training can be anywhere between depending on the requirement. Managerial training happens as a person reaches the deputy manager rank. Leadership training may vary, example, some places refinery executive director is the head whereas some other units such as laboratories or any other division a person who is still in grade of manager maybe heading. IOCL tries to make the employees go through assessments and training when it comes to behavioural, attitudinal and leadership requirements. This happens as a group. Coaching which is a one to one methodology to develop senior executives is still a new concept. As per the interviewed person, there are reasons why IOCL like organization doesn't require coaching for few selected employees at individual level-

1. The presence of broad band i.e. the organization follows a vertical structure rather than a flat. The organization wants all its employees to grow which will keep their motivation level also high. Therefore, on an average in every 4 years, employees are transferred region wise and are also given new roles and position.
2. The criticality of the industry is also a reason. A person working in oil industry can never be given a position like chairman within 10 years of service because it takes time to understand such an industry. This is also the primary reason why IOCL has a broad band.
3. The organization follows a very open culture. It gives the freedom of delegation to subordinates in the absence of the person heading the team. The organization has around 90% engineers, and 10% who are into finance, marketing and HR roles. It is because of the nature of the industry. Group dynamics plays an important role here.
4. The concept of coaching has become popular because, some people who are capable to reach should be able to reach the position, adapting to changes in the industry or the company by the means of right attitude and personality. IOCL is a public sector undertaking i.e. most of its shares are owned by the Indian government. It has hardly seen any drastic change which generally happens in the private sector.

The second person interviewed was senior manager HR in the same division of the company. The person currently is the in charge of training and development centre in IOCL Paradip. The person explained about the kind of training sessions that take place, how they are scheduled, the kind of training that has to take place etc. Interestingly, the concept of coaching was very new to him. He did not have any awareness about coaching although he had idea about mentoring. The researcher found out that, the interviewed person was actually an engineer who was put into HR role because of his inefficiency. During the interview his job dissatisfaction was clearly visible as according to him, attitude and behaviour change related workshops, seminars are nothing more than better English-speaking training.

The third interview which also happened to be the last for this particular study was with the Chief HR Officer Infosys Limited. The person clearly spoke about the importance of coaching in today's organizations. According

to him there are two ends of coaching, external coaching and managers being like a coach. External coaching involves an external coach coming and coaching. It is an expensive as well as time consuming process. Therefore, it is done for very senior level people who are handling leadership positions or are going to handle. It is a long process of 6-9 months. The reasons for coaching are-
1. To make the leaders think about different perspectives.
2. If the leader needs a big personal change or transformation.
3. Cultural fit if a leader has come from some other organization.

It is not necessary that every top-level person has to be coached. It is only for those who require. Many organizations also have some internal coaches who do this for them. To identify the areas of coaching, the tools used are 360-degree feedback and psychometric assessments. There are two important things that a coach needs to do, firstly, make the coachee realize the need for change, secondly, constant conversation and feedback. At the other end, coaching is emerging as style of leadership. This happens at manager level, where they help subordinates build capabilities, by asking questions, making them reframe their thinking abilities. To make that happen Infosys has short term training about coaching abilities which they do with their managers. The only issue is that it is an emerging concept and therefore, this has to be implemented as a regular system to see its results in long term. Many a times, organizations overdo coaching, i.e. by making external coaching for leaders a compulsion. Coaching will not always necessarily help. The focus should be more on creating a good coaching environment which is possible if organizations start looking coaching as a leadership style.

Secondary data analysis:
Some of the key things identified in the literature in context of coaching are, understanding people, helping people, develop and improve, effective form of learning, building awareness, building relationship, commitment, taking responsibility, strategically leading, being a good listener, realization of vision, goals, success by changing the unnecessary behaviours.

Managers acting as a coach is also quite much in talk because, hiring external coaches is expensive. The need for coaching is always there because people don't discuss their internal issues with everyone. There has to be motivation from the side of a coach. These discussions have to be confidential too. Another aspect the authors have brought out is 'leadership'. It is discussed that traditional management styles which involved more of boss guiding the subordinate is changing. Therefore, apart from leadership attributes, there has to be an emotional bond, with other required help. This attribute makes a coach more of a support function.

Coaching has to be directed towards a necessary change. The necessary change is identified using feedback and psychometric assessments. Then coaching for change happens by the awareness levels of the coachee which in turn reflects upon the awareness levels of the coach too. There is also mention about how a coachee as a potential leader needs to be psychologically strong. He has to be caring for people. The interest towards which the coachee is directed should lead to fulfilment of his self-interest as well as organizational interests.

As per the report by Ernst & Young (Rajiv Krishnan, 2015) it is clearly visible that India is adopting to coaching, but they also need to apply them in Indian scenario with more awareness. The report clearly highlighted the fact that in India, coaching will become an effective tool when there is more awareness about the concept and its understanding. It is growing and it will come with time. A good example of such implementation organization wide is visible in the case of JK group. They are a good example of modifying a coaching need based upon the organizational need. For instance, the 'fire of experience' programme utilized coaching, on a stage basis. It involved, bringing awareness to the management about coaching needs and requirements, then, bringing in time plan. It brought out a new form of review which involved, boss, super boss about the progress and corporate HR to check the system. Finally, validating the results of coaching by asking the coached leaders, to implement their learning on some experience, which may be bringing a new initiative, or increasing engagement level.

Key Findings:
1. The interviews conducted with coaches clarified that the changes needed in an executive can be because of some personal as well as reasons pertaining to job environment. Majorly, an activity like coaching is done at leadership level in business organizations as at that level people don't need any more job skills training rather decision-making skills. The coach's function is mainly to assess, and facilitate improvement.
2. The researcher found that coaching as a practice should not be standardized and should allow customization especially when it comes to application in Indian business organizations.
3. Literature and the interviews conducted clarified about the essential use of assessments and feedback procedures for understanding coaching needs.

4. Private sector companies in India like Tata group, Infosys, Birla group have executive coaching practices. The Infosys HR head said that the need for focus in developing managerial level coaching as leadership level coaching is a niche. Class room training on developing managers into coaches will always be helpful, but it needs to become part of the organization culture.

5. Indian public sector companies are more focussed towards betterment of their employees and their periodic growth so that everyone gets to enjoy a position as leader in their careers. It is a very good HR practice. But, while understanding the primary data, the researcher found that these organizations are somewhere unable to utilize their human resources adequately and still believe in 'training' for leadership skills. Coaching is yet to be explored. For instance, an engineer is unable to work effectively as an engineer, even training is not helping him, and then, instead of trying to find out the reasons, the organization shifts the person to a position which has lesser role to play. Even though this secures his job, the person feels dissatisfied.

6. The researcher also found that dynamics of the industry and having broad band width also leads to the decision making whether coaching is essential in the organization or not.

CONCLUSION:

In this particular study we started by understanding the existing literature on growing importance of executive coaching which is done to develop business leaders, coaching in today's scenario and also the awareness level of coaching in today's Indian business organizations. Importance of a topic like 360-degree feedback which has been part of HR processes was also discussed. In context of coaching in India, the Ernst & Young report, and a practical application of coaching case in an Indian conglomerate i.e. the JK group was brought out. After the study of literature, the researcher formulated a method and design of study which was qualitative in nature. The study involved analysis of interviews as part of primary data and analysis of literature itself as part of the secondary data analysis. In Indian scenario coaching as a regular development activity is yet to become more evident. An important achievement of this study has been to bring out the difference in perspective that leaders in Public and Private sector have.

'Leadership' as a concept may reflect to a position which is senior in business organizations and has a lot of responsibility. The need of hour is to understand that people who work in organizations are also potential future leaders. Therefore, it is not only those top-level people who require the leadership attributes but also the other people working in organizations. Every individual is first a leader to one's self. It is more about being a self-leader first then to others. Therefore, every member of an organization is a coachee as well as potential coach which is determined by his own personal experience and realization.

LIMITATIONS OF THE STUDY:

1. The study could have involved interviews of coaches from more coaching bodies.
2. There could have been interviews with more senior Indian business organization leaders but there were constraints like reach and availability.
3. This study doesn't have any response from a coachee. The primary reason for this was 'confidential agreement' between the coach and the coachee to keep the discussion within themselves.
4. Because of the subjective nature of coaching related information, the conversations became more of discussion oriented which challenged the specificity of questions.

Future scope for research:

1. From the standpoint of training and development activities, there is scope for research on how to make executive coaching part of an organization's culture in India.
2. There is scope for research in designing assessments for identifying managers in organizations who can be potential coaches.
3. If executive coaching becomes a regular activity in Indian organizations than success rate of a coaching programme can be assessed quantitatively by the growth in productive employees within the organization.

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