Chapter - 5

FINDINGS, RECOMMENDATIONS & CONCLUSIONS
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Findings, Recommendations & Conclusions

This chapter discusses the findings, recommendations and conclusions of the analysis done on the data collected in the research study. Organizations recognize the importance of continued improvement and support the concept of a continuous learning and the process of executive coaching helps executives learn. The coaching expert works with individuals from all levels and designations of an organization to develop specific skills, improve their performance and enhance relationships. The experts work with individuals to deepen an awareness of the vital traits that are required to move ahead. The coaching experts make efforts in discovering the personality traits and preferred way of handling situations of the person to be coached. They explore the work style and work environment, review coachees perceptions, attitudes and beliefs and then leverage their strengths. It helps the coachees to examine obstacles and support them learn to work around areas of weakness, giving him the ability to find success on his own terms. Often the coaching experts suggest a series of assessments to give the coachee a mirror to view his behavior and become aware of how he can improve. Executive coaching is a discipline that is still in its early stages of development in India.

5.1. MAJOR FINDINGS

The different findings and conclusions drawn from the research study are mentioned below:

5.1.1 Client’s perception of coaching engagement and process

1. In the research study it was found that the main reason of considering and using the Executive coaching by business organisations includes the presence of tough competition in the business scenario, approach made by the Executive coach and convinced the management of the company about its benefits, the proposals made by the HR heads of the organizations, Manage Succession Planning by developing future leaders.
2. In the research study it was found that the challenges the organisations is facing in conducting executive coaching in their organizations are lack of interest taken by the actual user of the executive coaching, lack of time for real coaching due to work pressure, less importance is given to real coaching by the immediate boss as well as Top management of the organizations.

3. In the research study it was found that the main components followed by the experts in conducting executive coaching are 360-degree feedback, Personality profiling or leadership assessment tools, Role play, Business games, Communications evaluation (such as videotaping).

4. It was found that the main criteria of selecting the expert coaches for conducting executive coaching includes “Experience of coaching in similar setting”, “Relevant Executive experience of the industry”, “Certification in a proven coaching method”, “Quality of client list” and “Rapport with top management/decision maker”. Every client need an expert coach who is experienced, professional, certified, having good clients and enjoys better reputation in the industry. This is because providing coaching to senior managers is a very challenging task. The coach must be able to handle the task efficiently.

5. It was found in the study that the major reason for low learning and development from executive coaching process includes “Age is near retirement”, “Not keen to learn further”, “Lack of job security and trust in development process”, “Too frequent change of jobs”, “Too much staying in one assignment”. In the research study it is observed that the managers near to their retirement are less receptive. At this time they are not interested to develop themselves. In some cases they perceive this exercise as a tool to develop them because they are inefficient. This negative attitude stops their learning and development process.
6. It was found that executive coaching is helpful for the executives all the time in their careers, however it is found more useful in mid of their career, when they are supposed to take more duties and responsibilities. *The executive coaching is very helpful when the executives are supposed to take a new role in the organization.* At this stage they need to acquire new skills and knowledge to fulfil their new responsibilities. In addition to this when the executives are *promoted to higher positions the executive coaching is very helpful for them to prepare for taking new challenges and higher roles* in the organization.

7. In the research study it was found that the coaching assignment is a long duration project for the coaches. It may continue even for a year or more. The coaches informed that the duration of the coaching assignments is *normally of the duration of 2 months to 18 months. In most of the cases it is for one year duration.* During the duration of coaching the expert coaches have to interact with the clients. Although most of the coaching assignment required *face to face interactions*, but due to advancement in the communication technology, the parties *communicated via various mediums.* It is found that most of the experts prefers to interact with their clients using one to one personal meeting, however some experts coach interact with the executives via *telephonic discussion* and then group discussion.

8. In order to analyse the impact of perceived benefits of executive coaching on the successful executive coaching the structural model was applied. If the process of executive coaching is perceived beneficial, it must have an impact on the success of the coaching. The results of the structural model indicated that the *increase in the perceived benefit of the executive have a significant positive impact on the chances of successful completion of the coaching process.*

9. An effective coaching process has many stages. The coaching process starts with the understanding of the goals and expectations of the coachee. Then the coach
design the appropriate training based on executive’s job responsibilities and future developmental needs. Behaviour observation, communication and finally behaviour modification are essential to success at coaching. This includes feedback and reinforcement. The employee to be coached should participate in this process. After all, the goals should be specific to that individual and they must take ownership. Coach also needs to understand the employee's strengths and weaknesses. This includes a thorough understanding of their training needs and accomplishments. It is important that the coach collect and record both positive and negative performance along the way to add credibility to client feedback. Meeting with the employee regularly to discuss performance and other issues is absolutely critical to their development. Broadly the coaching process includes the stages of relationship building, Assessment of the client requirements, Intervention, follow up and evaluation of the effectiveness of the services provided.

It is found in the research study that most of the time the coach spends time in intervention stage followed by assessment and relationship building with the coachee. The coach spends enough time in involvement with the participative executives as well as the organizations. This is for understanding the purpose of conducting the whole exercise for the organization. The enough time is also required for assessing the participating executives in the coaching process.

5.1.2. The effects of executive coaching on self efficacy of the coachees

1. In the study it was found that the self-efficacy of the coachees getting the coaching services becomes high due to the responsibilities assumed and the nature of the services provided by the Expert Coach. In the study the effort was made to find the impact of perceived challenges of Executive coaching on the level of self-efficacy the structural model was applied. If the self-efficacy is high they may take the challenges of their job positively. The result of the structural
model indicates that the perceived challenges of the executive coaching have a positive significant impact on the level of self-efficacy of the coachees.

2. **Strengthening the self-efficacy of the coachee.** In coaching it was found that many times performance is lower due to lack of confidence. Reflection and analysis of successful performance (and even understanding of key failings) can spur the coachee on to greater performance. This can happen vicariously, verbally, and emotionally in the coaching relationship. Peterson and Hicks (1996) describe the person-centered definition of coaching thus: “goals, answers and process revolve around what the person wants and is able to achieve” where coaches “unlock a person’s potential to maximize their own performance stretch further than they would on their own”. Malone (2001), noted that SCT (social cognitive theory) plays a large part of behaviour change which leads to increased self efficacy on the part of coachee. Goals are designed, set, agreed and worked towards in this component part. There is great efficacy which can be gained through the achievement of an agreed goal, especially if the organization recognizes that achievements.

3. It was found that posing challenges in front of executives especially when they think that the things can’t get any tougher, which they usually do is required frequently. *Every day, the benchmark should be raised as far as difficult executive challenges go.* The expert coaches have the specific tools and skills to deal with them head-on, in the best way possible. It was found that the most popular method to provide challenges to the senior executives includes challenging the ways of doing things by the coachees, exposing them to different perspectives and ways of thinking about things.

4. It was found that the main benefits of using executive coaching by Indian companies is “Clarity in roles/ result-orientation”, “Leadership development” and “Specific skill improvement  Facilitating a transition (in or up)”.  

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5. Some sample of reported benefits on self efficacy of coachees is listed here. “I had a command-and-control style of working, which is typical of executives in a manufacturing set-up. I was faced with a very different situation when I had two-three companies reporting to me, coaching helped me to perform better. The moment I stepped out of my territory due to growth of role, ambiguity grew beyond one axis. One big learning for me from my coaching sessions was to pause and listen and see where the other person is coming from. I was so used to giving out solutions the moment a problem was put in front of me that I was not investing time in getting to the root cause of the problem with the other person and help him find a solution.”

5.1.3 Perceived effectiveness of executive coaching for organization

1. In the research study it was found that the factors that most of the experts believes that the Executive Coaching is still in the development phase in India but it is also true that it is growing very fast. According to their perception the Executive coaching is now gaining acceptance by the organizations and also used by them. The experts also believe that on their part the experts also need to improve their services so that they can provide the best of their services as per the requirement of the clients. The coaches are also required to improve their capabilities to meet the expectations of the industry requirements.

2. In corporate sector, the CEOs and executives work hard to achieve their goals and objectives. Years of dedication and long hours often result in business executives having a broad range of skills and knowledge. However, it is also a fact that there is always room for improvement. Executive coaching functions is much the same way as personal fitness coaching, with highly-skilled coaches working closely with their clients, targeting specific areas (such as communication), and working to generate immediate results. Although often equated with mentoring, coaching is more different in the business world. While mentoring implies long-lasting
relationships that involve the sharing of experience and knowledge, coaching was found to be short-term, and focused on specific skills relevant to one’s organization and role. *Initially dismissed as a HR trend, executive coaching has endured throughout the years, and has recently increased in importance. The corporate organization now believes it will continue to be an important development tool for executives.*

3. It was found that the main benefits of using executive coaching by Indian companies is "Leadership development", "Succession Planning" and Improved sales/ revenues/ production. In the present scenario of tough competition, every business organization is trying to perform the best. In order to achieve this they want effective leaders in the organizations. *The promoters of the company or CEOs desire that the senior executives in the organization should be willing to take new challenges and responsibilities.* The executive coaching is found to be helpful by these promoters in order to achieve this purpose. In addition to this the *succession planning* is another benefit. In organizations, resignations, retirements and transfers are very common. *Promoters/ CEOs want the juniors to fill these vacant positions immediately.* The executive coaching is one of the effective and shortcut methods to achieve this objective. *Another main reason of using the executive coaching is to improve the sales, profits and revenue,* which is obviously the main reason of doing the business. As results the management of many companies provide the executive coaching to their executives. *Another possible reason of using the executive coaching by the companies is to improve teamwork and to reduce the attrition rate in the company.* This is in order to retain the best talents in the organizations and better performance by the organization as a whole.

4. Modern executives are facing more pressure from dynamic business scenario now than ever before and leaders need a great degree of maturity and self-awareness to
put their knowledge and skills to good use. As a result, more and more organizations are investing in coaching programs. **Corporate clients are reporting frustration with tracking the return on their coaching investments.** In many cases they are wasting their money on programs that yield surface-level results and expecting behavioural changes that are unsustainable. **This is happening because most executive coaching today is focused on superficial skills-training rather than on facilitating fundamental shifts in a leader’s self-concept and belief system.** Executives and HR professionals who want to hire a coach need criteria on which to evaluate and identify good coaching programs. **This research study made an effort to find out the key factors behind the success of executive coaching.** It is found that the **most important reason of successful executive coaching is the level of support of the company.** The senior management support is very helpful in conducting a successful executive coaching in the organisations. The other important reason of the successful executive coaching in the organisations is the level of Executive motivation, commitment to change and willingness to learn. If the executives are motivated and keen to learn then these executive coaching is very successful.

5. **Executive coaching will play an active role as CEOs and leaders prepare for growth, change and transformation.** Organizations need to identify specific domains that can benefit the most by seeking help of external expertise through executive coaching. Necessary steps should be taken to create a culture of coaching by nurturing internal leaders and managers to become coaches. While the industry is still in its infancy, there is an increasing trend seen in executive coaching playing a critical role in organizations today. This necessitates thorough research in the area in the Indian context, as well as development of an Indian/Asian model of executive coaching that is relevant to the culture. There is also an urgent need to bring in more structure into this emerging industry to help define the engagement models and professional approach that this function requires. **The future of Executive coaching in India is very bright and it is picking up speed in many organizations.** The Executive Coaches need to be
passionate to help the client managers transform and change. *The study found that the executive coaching is a very growing sector in India because In-house mentors may not achieve what an expert Executive coach can do, helps executives manage business complexity which is increasing more and it accelerates leadership development.*

6. Executive coaching is definitely hot in the corporate world, a recent Harvard Business Review articles (Sherman and Frees, 2004) puts estimated annual spending as Executive Coaching in the U.S. alone at $1 billion. Recent reports of National HRD Network presented in Human Capital Journal June 2011 issue has estimated coaching industry to be Rs. 2000 Crores in India.

7. Specific benefits of executive coaching for leadership development include:-
   - Increased productivity.
   - Improved communication.
   - Increased staff commitment and loyalty.
   - Decreased stress levels and tension within companies.
   - Facilitating leaders to cope with global business houses, language barriers, differing work ethics and economic fluctuation.
   - Preventing executive derailment.
   - Improving interpersonal skills.
   - Facilitating strategic thinking and risk management.
   - Developing a culture of trust and personnel responsibility.
   - Developing leadership qualities associated with the success, cognitive capacity.
   - Sustaining performance.
   - Recognizing new competencies to be learnt.
   - Helping other to increase their levels of responsibility.
5.1.4. Factors perceived as critical for success of coaching process

1. There are numerous and critical challenges that must be successfully played to ensure an effective coaching relationship. Sometimes the challenge come from the participants of the executive coaching and sometimes emerges in the process. The expert must be aware of various challenges so that he can prepare himself in managing these challenges of executive coaching. **It was found that the most common challenge the Coaches face is the lack of interest shown by the participating managers in the process. Sometimes the immediate boss shows less interest in the process.** There are many behavioural issues that cause challenges for the experts to conduct successful coaching exercise with the clients. Most of the time the participating managers face lack of time to provide enough time for the process. The less time provided by the participating mangers and with less interest and cooperation is one of the biggest challenges in front of the coach.

2. **It was found that choosing the right executive coach for the executive coaching is an important and critical task on the part of users.** There are many people who offer coaching services; some have completed formal training, while others offer specific business experience. Whoever the organisation choose to work with it is important that the participating executives feel comfortable and confident that the investment will lead to successful achievement of the organizational goals. Executives use coaches for themselves or for subordinates for a variety of reasons. These reasons however focussed to the belief that the participative executives will be more effective after attending the coaching program. The need for change can be urgent or necessary. Or, the need can be in dealing with a talented individual facing a new challenge requiring new and untested skills. Whatever may the specific need, **the matching of expertise and experience of coach and trust building with coachees is very important**
3. Understanding individual behaviour, the organizational setting in which the person works, and the demands that they place on individuals as managers and leaders requires in-depth knowledge and professional expertise. Knowledge becomes expertise only through practical relevant experience gained in the work place as well as the classroom. **Effective coaches can be found through many sources for example, websites offering coaching services. Often word of mouth is an effective way to identify capable consultants. Regardless of how potential coaches are found, the user must evaluate their skills and expertise.** It was found that the **most important attributes/factors** used by the client organisation in **selecting the executive coach is the level of experience the coach is having in the similar industry, the quality of the existing clients of the coach, any certification** the coach is having, and the level of experience of the coach.

4. It was found that many times the coaches felt that the coaching exercise is not effective on the executive. Despite the hard work of the coach the executives are taking less interest in the exercise and they may be **suffering from the unknown fear about this coaching exercise.** It was found that the main reason of less effect of coaching on the participating managers is **recent major failures, lack of interest in further learning in the participating executive, the executive is near to the retirement, the education level of the executive, and the past employment record of the executives.**

5. It was found that there is also a **need for executive coaches to clearly understand the sponsor’s expectations. Poorly stated assignment briefs lead to ineffective coaching outcomes.** Coaches need to focus on improvement, change, and outcomes rather than merely stating the issues. As a reputed coach opines, **“It is essential to ensure that the outcome expected by all three parties – coach, coachee and the organization, is the same.**
6. This research found that on the supply side there are a large number of senior HR professionals, psychologists, retired CEOs and senior executives who are jumping into the lucrative and growing arena of executive coaching. Some of them consider their long and successful industry experience as enough qualification and designate themselves as an ‘executive coach’. There are also several self made coaches and fly by night experts who consider themselves as executive coaches, having attended 2 to 3 days workshops. Experts interviewed agree that these can at best provide only an introduction to executive coaching. However in India a coach must have both skills and the contextual understanding of the business in question to be effective. A senior and well acclaimed coach explains, “A CEO with experience in an execution role is a critical requirement because he understands the business context of the coachee” A world famous coach who has worked behind the scenes with top executives, says that barring some coaching groups, most executive coaching firms are still boutique firms specializing in just some tools like administering and interpreting 360-degree evaluations which is not sufficient.

7. It was found that on the demand side, more and more Indian organizations prefer certified coaches from reputed global coaching associations to ensure a minimum quality standard. While certification is gradually becoming a necessity, in India as well, it is still not a sufficient condition to be successful and effective coach, and organizations must be wary of this reality.

8. Centre of Creative Leadership Research (2010) study ‘Developing Tomorrows Leaders Today’ shows that majority of the leaders in India agree they learnt the most from their bosses and superiors which is unlikely in the USA and Europe. The Indian coachees expects the coach to be a learned, experienced, nurturant and much elder (say 50 years and above with grey hair) who can mentor, coach and share relevant experiences and stories while at the same
time ask insightful questions to help the coachee reflect on deeper personal insights to act on their own convictions and alternatives

9. At the moment, the executive coaching space in India is not as well developed or sophisticated as that in Europe or US, there are still a number of organizations that do not quite understand the difference between coaching and consulting and training. However, this is changing quickly. There is an insistence on clearly etched deliverables and more and more organizations are looking at return on investment, or RoI. Coaches say RoI can be measured by having clear-cut objectives at the outset and deciding how to measure coaching performance. The performance can be measured by the coachee or the reporting head along with a 360-degree feedback survey before the commencement of coaching and after the end of coaching.

5.2 Recommendations

1. Executives who get the most out of coaching should have a fierce desire to learn and grow.

2. Do not engage a coach to fix behavioral problems. Blamers, victims, and individuals with iron-clad belief systems don’t change.

3. The right match is absolutely the key to the success of a coaching experience. Without it, the trust required for optimal executive performance will not develop.

4. Do not engage a coach on the basis of reputation or experience without making sure that the fit is right.

5. The company must have a true desire to retain and develop the coached executive. Do not engage a coach if the real agenda is to push the executive out or to fix a systemic issue beyond the control of the coached individual.
6. **The support of the coachee's boss is the single most important factor leading to coaching success.** Bosses should be involved in the coaching through three way meetings with the coach and coachee, through regular updates with the coach, and through giving feedback to the coache through the course of the coaching engagement.

7. **Trust and relationship** of the coachee with the coach is very essential along with feedback, and reflective/ developmental space provided (a non-threatening, open atmosphere which encourages growth).

8. **One shoe does not fit all. What works best for the west need not work in the Indian context.** The western coaching methodologies which resort to asking questions and expecting the coachee to find answers or solutions, is not appreciated by coachees in India. This is because the Indian cultural ethos is built on the ‘Guru Shishya Parampara’ with the greatest role model being Krishna the coach in the Bhagavad Gita and the Mahabharata and Arjuna the coachee. The rishis in the Ramayana, the Mahabharata and even the Vedas and Upanishads, mentored and coached the ‘Shishyas’ (coachees) to insightful learning, self awareness and self realization.

9. Unlike the western culture Indians are comfortable holding duality and all shades of grey without looking for black or white (Either / or) answers. The Indian Kings, also needed Rajgurus, Rishis and Krishna as advisors and sought their help in crisis and critical situations (Dharamsankat). In the Indian context, it is the ‘Nurturing Task Leadership’ which is more successful and hence executive coaching style can be modified to suit Indian context.

10. **Trust, faith and respect for coaches with long-term relationships are unique aspects of the Indian culture and ethos.** Coachees in India expect empathy in the relationship. **Cold contractual relationships based on**
logical questioning like in the west does not create the trusting bond required in the Indian backdrop. While a coach must listen actively on the one hand, he/she should also be mindful and be a non-judgmental observer (Sakshibhav) of what is happening to the coachee and himself as a coach during the coaching session. The coach hence has to delicately balance and play the role of coach, mentor and guru at various points during executive coaching, especially with middle level emerging leaders and high potentials.

11. As executive coaching gains momentum in India, organizations should identify specific domains that can benefit the most by seeking help of external expertise through executive coaching. At the same time they should take necessary steps to create a culture of coaching by nurturing internal leaders and managers to become coaches.

12. Coaching can effectively help in improving team performance and leadership competencies for high potentials. With increasing business complexities, organizations should engage coaches to support ‘Action Learning Teams’ in solving critical organization problems. While on boarding of senior executives at the CEO/CXO levels will become critical along with transition, coaching for supporting such job rotations, promotions and movements to the next level in the leadership pipeline will become quite important.

13. Executive coaching will also include function specific coaching such as sales coaching, supply chain coaching, etc. to enable effective and timely decision making. It can be useful that executive coaching supports the post training programs efforts to ensure effective implementation of new learning for meeting new business challenges.

14. The study showed as a matter of concern that many coaches are becoming slaves to and obsessed with coaching model steps, techniques and toolkits. This makes coaches more ‘Coach Centered’ than ‘Coachee Centered’. An effective coach aims at focusing on how to effectively help the coachee in
the transition, transformation and change. **Executive coaching is still more an art, and needs extensive practice and periodic supervision from master coaches.** Further, expert coaches develop their own unique personal style of executive coaching which is effective from coachees’ point of view. While executive coaching as a concept is catching rage in India, there is a need for equal impetus in propelling research to identify what practices would be more effective from Indian coachees’ point of view and document the same.

15. One of the major reasons for many Indian organizations not using Executive Coaching effectively as an intervention **is the lack of proper study of best practice and benefits.** There is no active forum for sharing of such practices as well. Although National HRD Network, All India Management Association, CII etc has been doing some work in organizing seminars/ and publishing articles/ research.

### 5.3 Conclusion

This study has attempted to show what is the perception of stakeholders regarding effectiveness of executive coaching in Indian corporate sector? The relevant issues have been identified in thorough review of the executive coaching literature and survey of users of executive coaching and the executive coaches by telephone, personal meeting and survey feedback to determine their views on the research question. The responses showed that perception of stakeholders about the effectiveness of Executive coaching is changing a lot in last few years as and when more success stories are shared

*The concept of Executive Coaching is relatively new in India.* Traditionally coaching in India was perceived as a stigma and often clubbed with counselling which was primarily meant for corrective actions. Executives were reluctant to be coached as it was viewed by peers and subordinates as something negative against the coachee. Bosses and organizations sometimes
considered it a last resort for correction of negative behaviours or performance before an exit, stagnation or sidelining of executive. *Most of the executives in corporate India have difficulty admitting they need help.* A mix of upbringing, schooling, and role modelling by others including parents has made this even worse. *Seeking help is usually considered a sign of weakness.*

This perception is now changing as executive coaching is being seen in positive light and is being sponsored by the CEOs and organizations to develop and motivate high potential employees for accelerated growth. In fact, executive coaching is today viewed as a special leadership developmental initiative for ‘high potential leaders’ who are on accelerated career path. Today, executive coaching is seen as necessary for successful leaders to become more successful.

*Although a sizable number of companies invest in coaching for the middle level managers, there are very few companies which have structured and established coaching programs for top business executives. Over the last 5 years it has got increased. As more and more organizations drive to adopt best practices and learning from the fortune companies, the practice of executive development is becoming more visible. This trend will gain more momentum as more as MNCs and Indian organizations appoint more expats in their respective organizations. The expats are used to such concepts and that would play a key role in rolling out such practices.* Many first generation entrepreneurial organizations also engage coaches to manage growth in a variety of aspects. These entrepreneurs are typically young individuals who started a venture with a great business idea, grew very fast, and then felt the need to work with a coach to manage this accelerated growth. Usually, 95 percent of executive coaching in India is reported to be company sponsored while 5 percent is self-sponsored mainly by CEO/owners of small and medium size companies (SMEs) which are growing rapidly,
changing their business models, or facing succession issues with next generation family members

While many such organizations in India have started understanding the role of coaching and the value it brings to business, the real issue is in making it happen. Demonstrating coaching behaviours, which is distinct from ‘telling’ behaviours, is an art and needs a strong belief system to put it into action. We need more commitment at the top to make this a long term investment. Organizations, along with the individuals, ought to spend more time reviewing, understanding and deciding on what exactly is required to be learnt or improved first and we then need to look for an appropriate method to get that learning or improvement. Many organizations do not spend the quality time on this exercise and quickly get to the solution. This hampers the effectiveness. We need more coaches who really are good at coaching. Slowly the tide will turn when more Certified Coaches are entering in the market. Coaching needs to be owned by CEO and pushed down in the organization. Waiting to implement it at the mid or executive level will not build the foundation of leadership development.

5.4 Scope for Future Research

Executive coaching will play an active role as CEOs and leaders prepare for growth, change and transformation. Presented here is current perceived effectiveness of various stakeholders that have emerged from the study which bring out the increasing relevance of executive coaching in India. It also has recommended the measures that organizations will have to take to reap full benefits of executive coaching

While the industry is still in its infancy, there is an increasing trend seen in executive coaching playing a critical role in the sustenance and growth of
business organizations today. This necessitates thorough research in the area in the Indian context, as well as development of an Indian model of executive coaching that is relevant to the Indian culture and context as most of the methodology used in borrowed from Europe & USA. There is also an urgent need to bring in more structure into this emerging industry like qualification and certification needed as executive coach to help define the engagement models and professional approach that this executive coaching requires.

Our focus was on perception of stakeholder, future research may focus on impact of Executive Coaching on Business Performance, organization culture, productivity and enhancing business competitiveness and after 3-5 years, when coaching is implemented at more advanced stage, it will be more relevant as well as compared to present time when executive coaching is still at nascent stage in India.

Keeping pace with the changing economic dynamics there has to be a continuous research of best practices as the industry evolves with time.