

МЕНЕДЖМЕНТ

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Kubitskyi Serhii

*PhD in Pedagogy, Professor,
Head of the Department of Management and Educational Technologies
National University of Life and Environmental Sciences of Ukraine*

Кубіцький Сергій Олегович

*кандидат педагогічних наук, професор,
завідувач кафедри управління та освітніх технологій
Національний університет біоресурсів і природокористування України*

Кубицкий Сергей Олегович

*кандидат педагогических наук, профессор,
заведующий кафедры управления и образовательных технологий
Национальный университет биоресурсов и природопользования Украины*

ORCID: 0000-0002-7691-8606

Chaika Oksana

*PhD, Associate Professor of the Chair for
Romance and Germanic Languages and Translation
National University of Life and Environmental Sciences of Ukraine*

Чайка Оксана Ігорівна

*кандидат філологічних наук,
доцент кафедри романо-германських мов і перекладу
Національний університет біоресурсів і природокористування України*

Чайка Оксана Игоревна

кандидат филологических наук,

доцент кафедры романо-германских языков и перевода

Национальный университет биоресурсов и природопользования Украины

ORCID: 0000-0002-4317-9456

**COACHING CORE COMPETENCIES AS THE KEY SOFT SKILL FOR
SUCCESSFUL HUMAN RESOURCES MANAGEMENT
БАЗОВІ КОМПЕТЕНЦІЇ КОУЧИНГУ ЯК КЛЮЧОВІ М'ЯКІ
НАВИЧКИ ДЛЯ УСПІШНОГО УПРАВЛІННЯ ПЕРСОНАЛОМ
БАЗОВЫЕ КОМПЕТЕНЦИИ КОУЧИНГА КАК КЛЮЧЕВЫЕ
МЯГКИЕ НАВЫКИ ДЛЯ УСПЕШНОГО УПРАВЛЕНИЯ
ПЕРСОНАЛОМ**

***Summary.** This paper aims at considering the well-known triad of What? How? Why? somewhat anew by suggesting looking at transformational leadership for successful human resources management through the lens of coaching core competencies as the key soft skill. Arising as the strategic approach to the effective management of people, well-thought human resources management that rests on a leadership model definitely enables management of a company or organization to move ahead of the curve and gain a firm foothold in the job market. The transformational leadership model fits the framework of the research and links to the contrastive line between management and leadership. It is emphasized that management processes focus on (i) maintaining and (ii) improving performance at work, on the one hand, and on the other, unlike management, the transformational leadership model focuses on the benefits of visionary thinking and bringing about change. Following the goal in the subject matter associated with successful HR*

management, the Golden Circle of What? How? Why? introduced by Simon Sinek finds its way in the description analysis. The Why? section opens the idea for successful HR management to move further to What? section and is accompanied with How? section in the end. The final part of the findings embodies 11 current core competencies of coaching, which illustrate how the ways of implementing the soft skills in workplace may increase HR performance, enhance seamless communication among employees and management, drive change and welcome innovation. The four objectives for successful HR management: (i) drive change within a company or organization, (ii) encourage and motivate people for personal and corporate growth and development, (iii) employ innovation including modern technologies, and (iv) lead by example, correspond to the four cornerstones in the framework for successful company or organization management via transformational leadership. They are: (i) create an inspire vision of the future for the company's (organization's) employees, (ii) motivate the staff to live by and deliver the vision, (iii) manage delivery of the vision, (iv) attract and retain high-class professionals and young talents, build up strong and competitive teams, create and grow ever-stronger, trust-based relationships with the employees. The toolkit of ways, techniques and approaches may derive from the current core competencies in coaching that can be grouped similarly to the ICF ones as follows: (i) foundation, (ii) co-creating the relationship, (iii) communicating effectively, and (iv) cultivating learning and growth.

Key words: coaching, core competencies, Human Resources (HR), soft skills, leadership, management.

Анотація. Метою статті є розгляд відомої тріади «Що? Як? Чому?» у дещо інноваційній площині через фокус трансформаційного лідерства, в результаті якого застосування основних компетенцій у коучингу як ключової

м'якої навички уможливають успішне й ефективно управління людськими ресурсами. Трансформаційна модель лідерства відповідає заданому периметру дослідження, що, в свою чергу, розрізняє керівництво та лідерство. Чотири цілі успішного управління персоналом в результаті дослідження полягають в стимулюванні змін в компанії чи організації, заохоченні та мотивації персоналу до особистого та корпоративного зростання та розвитку, використанні інновацій, включаючи сучасні технології, подавання особистого прикладу в управлінні змінами та зростанню. Усе із зазначеного відповідає чотирьом наріжним каменям у фундаменті успішного управління персоналом за допомогою трансформаційного лідерства, а саме: створення для співробітників компанії (організації) бачення майбутнього, що надихає; мотивування персоналу жити і творити згідно з баченням; управління реалізації бачення; залучення та утримання висококласних професіоналів і молодих талантів, побудова сильної та конкурентоздатної команди, створення і розвиток взаємодій з працівниками, що ґрунтуються на довірі. Підбір способів, методів та підходів до ефективного й успішного управління персоналом за результатами дослідження може впливати з поточних основних компетенцій коучингу: фундамент, спільне створення відносин і взаємодій, ефективно спілкування та культивування навчання та зростання.

Ключові слова: коучинг, основні компетенції, управління людськими ресурсами, м'які навички, управління, лідерство.

Аннотація. Целью статьи является рассмотрение известной триады «Что? Как? Почему?» в несколько инновационной плоскости через фокус трансформационного лидерства, в результате которого применения основных компетенций коучинга как ключевых мягких навыков позволяет

эффективно управлять человеческими ресурсами. Трансформационная модель лидерства соответствует заданному периметру исследования, что, в свою очередь, различает руководство и лидерство. Четыре цели успешного управления персоналом в результате исследования заключаются в стимулировании изменений в компании или организации, поощрении и мотивации персонала к личному и корпоративному росту и развитию, использовании инноваций, включая современные технологии, подачи личного примера в управлении изменениями и ростом. Все вышесказанное соответствует четырем краеугольным камням в фундаменте успешного управления персоналом с помощью трансформационного лидерства, а именно: создание для сотрудников компании (организации) видение будущего, которое вдохновляет; мотивирование персонала жить и творить согласно видению; управление реализацией видения; привлечение и удержание высококлассных профессионалов и молодых талантов, построение сильной и конкурентоспособной команды, создание и развитие взаимодействий с работниками, основанное на доверии. Подбор способов, методов и подходов к эффективному и успешному управлению персоналом по результатам исследования может следовать из текущих основных компетенций коучинга: создание фундамента для эффективной коммуникации, совместное создание отношений и взаимодействий, эффективное общение и культивирование непрерывного обучения и роста.

Ключевые слова: *коучинг, базовые компетенции, управление человеческими ресурсами, мягкие навыки, управление, лидерство.*

Introduction. Human Resources management has always been a challenge, no matter that those were ancient or medieval times, the past years of industrialization or the contemporary digitization. With time, a good number of

things across the world will change, so do the human mindsets as well as approaches, ways and techniques to human resources management. A wide variety of management styles and tools can be employed in the course of operational, financial, strategic management, just a few to mention, which may result in better or worse staff performance. Motivation and loyalty of the staff may remain a question, though. Following Collin sand Wood (2009), it is obvious to many of us today that "human resource management gained mainstream acceptance as an approach toward people management, particularly in the UK and the US, in the 1980s"[4, 5-6]. However, the authors also note that "the roots of the HRM approach can be traced some 20 years earlier in the US context" by referring to further reads of Strauss (2001). It is now accepted that during the 1980s HRmanagementwas embraced by both practitioners and academics.

Literature Review.A lot has been done since incept of human resources management (HRM, or HR). Arising as the strategic approach to the effective management of people, well-thought HRthat rests on a leadership model definitely enables management of a company or organization to move ahead of the curve and gain a firm foothold in the job market. With such competitive advantages, it is feasible enough to design the efficient workload, performance path, continuing professional training and incentives for employees and, thus, maximize employee performance in order to meet the desired goals and strategic objectives of the company or organization. To manage people, one concerns first hiring people, keeping in mindcorporate policies and systems for a particular business field. Thus, Ensher, Nielson and Grant-Vallone (2002) look into effects of the Internet and technology, their impact on HR processes in general and hiring, in particular [5]. Johnson and Guetal (2012) underline the influence of technology that causes changes in HR management by efficiently transforming it [7] whereas Johnason (2009) speaks of HRM inchangingorganizationalcontexts [6].These days the

burning issues for better HR performance have become a battlefield in which management plays its crucial role and opposes to leadership, management approaches and styles may better fit one workplace context whereas leadership would win in the others.

Aim of the research. This paper aims at considering the well-known triad of *What? How? Why?* somewhat anew by suggesting looking at transformational leadership for successful human resources management and employing coaching core competencies as the key soft skill.

Results and discussion. For the purpose of this article, we will focus on the process of leadership rather than management when speaking about human resources, or successful HR management, to be more exact. Particularly, we will refer to the *transformational leadership model* introduced by James Macgregor Burns, authority on leadership studies, and further advanced by Bernard Bass [3; 1; 2]. This choice links to the contrastive line between management and leadership inasmuch it is obvious that management processes focus on (i) maintaining and (ii) improving performance at work, on the one hand, and on the other, unlike management, the transformational leadership model emphasizes the benefits of visionary thinking and bringing about change. Following the goal in the subject matter underlying the research – successful HR management, we may well associate it with one of the three earlier declared elements, *Why?* To the extent of the idea proposed, answering the *Why?* section in the first instance, we may move along to *What?*, then precede with *How?* and finally arrive at the part in which 11 core competencies of coaching may illustrate how the ways of implementing the soft skills in workplace may increase HR performance, enhance seamless communication among employees and management, drive change and welcome innovation.

Thus, good leaders as well as good managers help themselves and encourage others to do the right things. However, unlike managers leaders design strategies, set directions for their company or organization, build an inspiring vision, and create something new leading by example. To this part, management is about setting tasks and assigning roles to people, monitoring and controlling the performance results whereas leadership is about mapping out where the company or organization should go and can win as a team, in which everyone fits their place and contributes to the project and work success. Both leaders and managers use management skills to guide their people to achieve the expected results, they both strive for smooth and efficient processes in the performance and decision making for future success of the business.

Why? section. It appears to us a good idea to start with Sinek's *The Golden Circle*. Hence, "when most organizations or people think, act or communicate they do so from the outside in, from WHAT to WHY. And for good reason—they go from clearest thing to the fuzziest thing. We say WHAT we do, we sometimes say HOW we do it, but we rarely say WHY we do WHAT we do" [12]. The WHY thing is the reason to act and the WHAT thing despite the fact it is on the periphery of the circle provides the necessary belief of HOW to make it work. Next, for successful HR management, there is no doubt that when employees of a company or organization are motivated, the company or organization would definitely benefit. The belief of 'the harder you work, the greater your reward is' may allow for the higher performance level and interest in the company or organization. This example of thinking and behavioral patterns demonstrates the simple chain of perceived cause and effect, which is the basis of expectancy theory [8; 10]. Leaders and good managers endeavor to design management and performance styles that strongly connect with the expectancy theory, which advocates creating and maintaining close and tight links between high effort, high performance, and

proper reward. Therefore, the *Why?* section with a better sustainable future as a global goal along with the added value for a company or organization as a specifically narrow one, setting high standards and strategic goals, roughly speaking, may shape into the four objectives for successful HR management:

- (i) Drive change within a company or organization,
- (ii) Encourage and motivate people for personal and corporate growth and development,
- (iii) Employ innovation including modern technologies, and
- (iv) Lead by example.

Subjectively, these four objectives for successful HR management resonate to their relevant parts in the *What?* section as boldly suggested on our part.

What? Section. There are many high value frameworks, which describe the main ways for successful HR management. With these frameworks, it becomes possible to develop a customized approach to leadership and bring more added values to a company or organization as a result. To align with the above described, the four cornerstones for transformational leadership match the idea:

- (i) Create an inspire vision of the future for the company's (organization's) employees,
- (ii) Motivate the staff to live by and deliver the vision,
- (iii) Manage delivery of the vision,
- (iv) Attract and retain high-class professionals and young talents, build up strong and competitive teams, create and grow ever-stronger, trust-based relationships with the employees.

The proposed approach rests on Bass's concepts on transformational leadership [1; 2], in this instance seen as a deliverable process that a transformational leader may employ for successful HR management.

How? Section. In order to match the expected and the implemented, it is necessary to refer to an operational toolkit. For high performance management and creation of an inspiring vision, it can be worth considering a few, among which inter alia the following two stand out, Mullins' Seven Domains Model, and Lafley and Martin's Five-Step Strategy Model. Thus, Mullins' Seven Domains Model aims at analyzing business opportunities and testing ideas before such go into development. Looking at a range of market opportunities and business ideas from different angles makes it possible to confirm that that is the right choice for business development and such a strategy as designed can lead to success [9]. Lafley and Martin's Five-Step Strategy Model is about making effective strategic choices. In 2013, in their book *Playing to Win* A.G. Lafley and Roger Martin introduced the Five-Step Strategy Model, under which decision makers can develop and use the winning strategy to select the right strategic approach for their organization.

Among a great number of other tools are Porter's Five Forces, Core Competence Analysis, PEST Analysis, SWOT Analysis and USP Analysis, GAP Analysis and using Kanban, Business Model Canvas and using Scrum Board, etc.

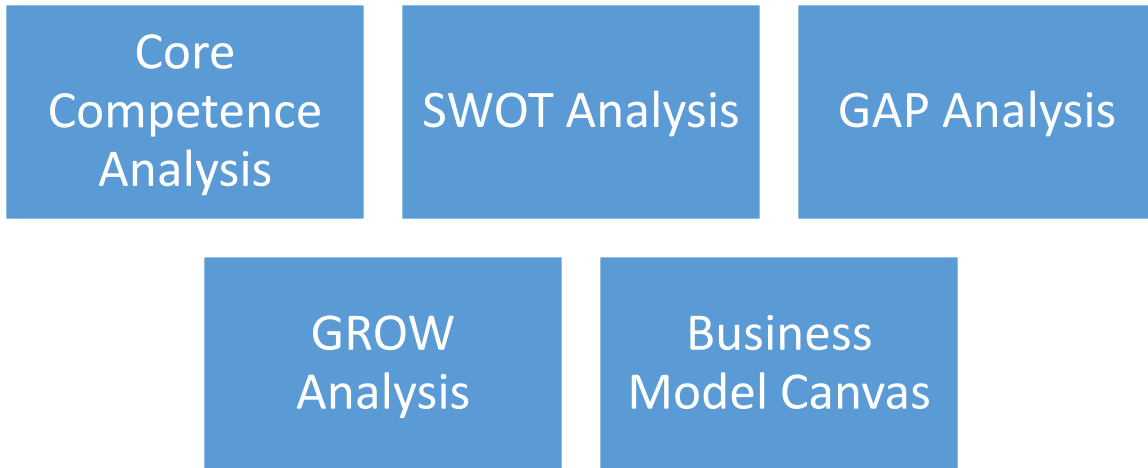


Fig. 1. Effective Tools for Successful HR Management

The *How?* section may stretch enormously growing exponentially with a variety of tools that can be deployed for HR management in any company or organization. What is relevant to note is that with coaching core competencies the goals become clearer and more visible as well as achievable. To this part, updated ICF Core Competencies as released in October 2019 and to come into effect in the second half of 2021 become of paramount value [13]. What is critically important for any company or organization links to ethical behavior and confidentiality, respect to each individual and their values, etc. Reflective nature of in- and post-communication as well as rigorous distinctions between different levels of employees, personal and corporate characteristics, criticality of partnership between a manager that is hopefully a leader and an employee play an increasingly growing role for success of the company or organization. Why the coaching core competencies are vital to successful management of the people within an organization can be explained by an integrative force of mixed technologies, ways

and techniques for driving change in personal and corporate lives, building up confidence and growing motivation and encouragement to act proactively, employing innovation and leading by example.

The updated ICF (International Coaching Federation) core competencies associate with cultural, systemic and contextual awareness and are rooted in the four comprehensive domains for a coach and a coached. These can be used as the key soft skill in communication of values, strategic goals of a company or organization and implementation of strategies via shared vision and strong teamwork enabled with successful HR management.

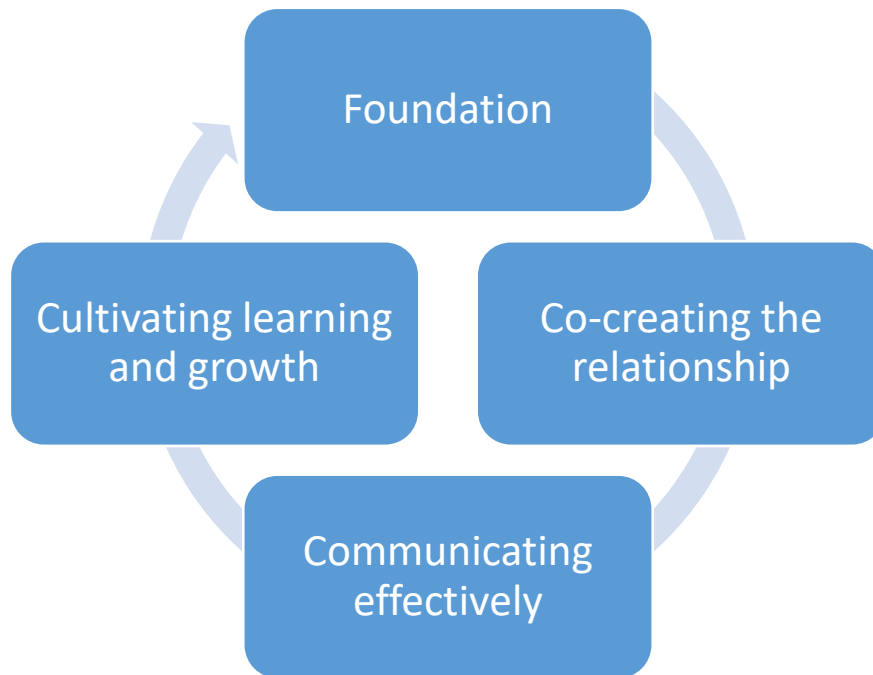


Fig. 2. Enhancing successful HR management with the coaching core competencies

The above Figure 2 demonstrates the interconnection of foundation and other domains of co-creating the relationship, communicating effectively and cultivating learning and growth, on the one hand, for effective coaching practice and efficiency in goal delivery. The same can work well for enhanced management efficiency and leadership, on the other. This means that a leader in a company or

organization understands and consistently applies corporate or organizational ethics and standards to demonstrate personal integrity and honesty in interaction with colleagues, beneficiary owners, stakeholders, sponsors, etc. Such a leader is sensitive to employees' identity, environment, experiences, values and beliefs. At the same time, such a leader in a company or organization, overall, develops and maintains a mindset that is open, curious, flexible and HR-centered. Next, a good and inspiring manager engages in ongoing learning and development as an organizational leader, remains aware of and open to the influence of context and culture on self and others, develops and maintains the ability to regulate their and other emotions, seeks help from outside sources when necessary, etc., for comparison please see Foundation in the Updated ICF Core Competencies [13]. Further, in order to co-create the relationship it is vital to establish and maintain agreements between each other and in a company or organization, cultivate trust and safety at workplace, maintain leader's presence as the underlying focus for high quality performance and successful HR management. Furthermore, effective communication stems from (i) active listening, in which the employees' and managers' contexts, identities, environment and experiences, their values and beliefs may enhance understanding of what is being communicated, and (ii) evoked awareness. Evoked awareness, following the definition by the ICF, stands for facilitation of employees' insights and learning by using tools and techniques such as powerful questioning, silence, metaphor or analogy [13]. Ultimately, to cultivate learning and growth a great leader partners with the people to transform learning and insight into action. Also, a great transformational leader promotes the HR autonomy in the organizational process and supports the ideas for further growth and development.

Conclusion. The ICF Core Competencies were developed “to support greater understanding about the skills and approaches used within today’s coaching profession as defined by ICF” [13]. The four objectives for successful HR management: (i) drive change within a company or organization, (ii) encourage and motivate people for personal and corporate growth and development, (iii) employ innovation including modern technologies, and (iv) lead by example, correspond to the four cornerstones in the framework for successful company or organization management via transformational leadership. They are: (i) create an inspire vision of the future for the company’s (organization’s) employees, (ii) motivate the staff to live by and deliver the vision, (iii) manage delivery of the vision, (iv) attract and retain high-class professionals and young talents, build up strong and competitive teams, create and grow ever-stronger, trust-based relationships with the employees. The toolkit of ways, techniques and approaches may derive from the current core competencies in coaching that can be grouped as follows: (i) foundation, (ii) co-creating the relationship, (iii) communicating effectively, and (iv) cultivating learning and growth.

The application of coaching competencies in HR management can definitely add an ever-increasing value and promote a strong culture of shared values and beliefs for a better sustainable future not only within a company or organization, but also globally. Well-developed soft skills of a great leader promote learning culture as well, ability to self-grow and self-organize, by integrating new awareness, insight and learning into a whole worldview, successful and enjoyable behavioral patterns and accountability for shared vision and results. It empowers celebration of personal and organizational progress and successes, encourages for setting and achieving new goals and rising to new heights.

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