

Theoretical Aspects of Coaching and Its Role in the Health Units

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Abstract

It is assumed that the origin of the coach comes from the Czech word kocsis or Hungarian kocyi, who was later adopted by the French and used as coche. The paper is dealing with some interesting aspects regarding the coaching and its role in the healthcare units. The authors made an interesting comparative analysis regarding the mentor, coach and manager.

Keywords: *healthcare system, coach, mentor, manager.*

JEL classification: I10, I18, O15

1. Introduction

In the XVI century it designated a stagecoach pulled by horses designated for passenger transport. Who have such a coche wear the title cocher: an ancient warrior who was standing next to his master and was held responsible to handle the chariot during fighting.

These civilian or military cochers played a discreet role, but essential, namely to advise passengers to take them from one point to another, accompany them, to help them overcome obstacles.

Around 1830, Oxford University used the term coach as in instructor or trainer for a tutor who "bear" a student through an exam. First use of the term in connection with sports was in 1831.

In the modern sense of the term coaching has its roots in the sport, but then it went beyond the realm of sports. Coaching's evolution has been reinforced over time by many other fields of study such as personal development, psychology, organizational or management and practice.

Managers of organizations have soon realized that the business world do not differ too much sports on the issue of competition, the battle raging and the need to overcome. They found that the greatest champions ever ready not race without being assisted by a coach.

Almost ten years ago, demand for coaching has exploded, being, after IT, the second "new" industry worldwide and the fastest growth rate.

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Over time the specialists gave several definitions of coaching, because it is addressed to both the individual and the organization.

Coaching in the opinion of the International Coaching Federation (ICF) is "a partnership accelerating learning pace of the customer, its performance and progress personally and professionally" (Coachville, 2011).

Another definition which emphasizes the transforming nature of coaching is that given by the European Coaching Institute (ECI) - a process that "helps the customer to give up what is now to become what he wants to become" (Coachville, 2011).

In another vision, coaching is a method that aims to improve the performance and learning abilities of the subject, involves providing feedback, and use of techniques such as motivation, effective use of questions and conscious adaptation to the management style availability of a person in the process of coaching, so it will take on certain tasks or to develop them (Nicolescu, 2008).

Coaching is a journey to self. The road through together and user is the client. It can be a difficult path. Coaching is a dialogue; a deep and special communication supported by the coach through active listening and uses appropriate questions. It is a process of awareness, empowerment and education the customer is moving towards solutions to the future.

2. Delimitations

Over time coaching has been associated with various activities such as sport, psychotherapy, management.

The major difference between coaching and consulting, training, mentoring is that the coach is not in a position to provide expertise or advice. A real coach starts from the presumption that the client has all the resources necessary for change, including the ability to discover and use these resources. Paradoxically, people are progressing faster than when no solutions are provided from outside.

Coaching is oriented toward the future, to performance, to achieve goals towards the fulfillment of dreams. The coach is a partner in dialogue that helps the client to identify the single best solution for a specific problem. He should not be an expert in the problem you called to solve with the client, he stimulates his creativity, creates a learning space mainly by facilitating national dialogue, accompanying him during this dialogue and stimulating dialogue nuances to the challenges him.

Mentoring is your kind of thing that the customer has a particular mentor or a particular specialist experience in a particular field, which enables them to act as a model or an expert (Zeus & Skiffiongton, 2008).

The mentor knows the performance and skills are needed, so he will be able to decide at the time when customers have reached the necessary level. Mentors who act in this manner are usually top professionals, with notable successes in that area. They are senior managers who have demonstrated ability to work effectively within the organization. Also included in the category can be mentors and experts in a field, who gave up the managerial activity.

Coaching differs from counseling in that it focuses on the present and future, not past, is not intended to solve old problems, it is more performance oriented than counseling. Coaching is not based on solving the trauma that affects personality development nor change the structure of personality, does not deal with anxiety, depression, and mental illness. What makes a coach is to help establish their purposes better to ask customers to do more than they could do for themselves, helps them concentrate more, bringing the results more easily, provide tools, support and structure to achieve goals.

Coaching is different from training that focuses on the acquisition of specific knowledge or skills. Meetings are held one-to-one (one to one), there are fewer cases are made in the group. Coaching does not provide information or direct solutions, but also helps the client to discover their own, and involves setting objectives and themes of one hundred to one hundred customer involvements.

Coaching is different from "giving advice". With it you get to solutions and ways to act alone, they are not suggested as a coach. Coach's non-directive questions, challenges and supports clients in overcoming obstacles, without providing a model or a solution.

Thus, coaching is one way that is beyond your limits and you get to your performance that you desire, which can overcome the obstacles they face in the process of personal development and life in all its implications.

With time, coaching has become a special concern of management, the "bible" of modern industry. Between manager, coach and mentor similarities and differences appear to be aware of them. They are presented in the following tables (Table 1, Table 2) (Lefter, 2008).

Table 1 Comparison between mentor and coach

	Mentor	Coach
Focalization	Individual	Performance
Role	Facilitator, no agenda	Specific agenda
Source of influence	Perceived value	Real value

Table 2 Coach and manager roles

	Manager	Coach
Role	<i>Sets</i> objectives and parameters	<i>Enhance enthusiasm</i> among team and inspire others
	<i>Initiate</i> a project	<i>Create</i>
	<i>Plan-</i> establish objectives	<i>Develop</i>
	<i>Execute-</i> coordinates people and resources to fulfill the plan	
	<i>Coordinatates</i> – monitor and control results, compare them with objectives	

	Manager	Coach
Process	Delegate	Develop
	Think	Facilitates
	Plan	Networking
	Speak	Listen
Focus	Task	People
	Performance	Performance
Responsabilites	<i>Management</i>	<i>Leadership</i>
	Energy	Sinergy
	Rezults	Strenghts
	Crisis	Opportunities

3. Types of coaching

Coaching aims to enhance knowledge of self, of self in relationships with others, and a better understanding of each other in relation to himself.

Coaching can be used on several levels (average). In business, coaching is useful because a person from this process can be better in situations of which the organization can better perceive the function and responsibility in relation to other functions and responsibilities: the decision-making power influence. The plan introspection, coaching is useful to know the person better manage themselves in relation to his work with the desire to work with differences and similarities between personal and professional issues. In terms of relationship, coaching is useful to know the person better modes of communication, to better discern the other's influence within the game to be identified and overcome, as amended.

Also coaching is recommended for: setting goals and planning, defining priorities, developing strategies, improving professional skills: management, leadership, delegation, moving from comfort zone to a higher level of self-development, better management time.

There are different approaches to specialists in the ranking and differentiation of types of coaching. One classification distinguishes between the following types: Business Coaching (business coaching) Executive Coaching (coaching for managers) and Life Skills Coaching (Whitemore, 2010).

Another classification of ui is coaching: Life Coaching and Business Coaching, the latter including: Corporate Coaching, Executive Coaching, Coaching for employees. These in turn are divided into two categories: individual and group.

Although different types of coaching are closed, their content is similar.

Life coaching or personal coaching designed to assist a person as a whole and aims to design, implementation and evaluation of its life. By definition, it covers all facets of the individual, i.e. not only the field of personal life, but of working life, family, social life. It aims to increase the wellbeing, individual autonomy, allowing the development of potential clients, both professionally and

personally. The objective is to develop responsibility and self-confidence of the individual, the direction of autonomy. Client is project manager position in his life, he is solely responsible for arranging and rearranging it, free of error was entitled, to decide himself on new options, guidelines and finding appropriate means to complete its action. In front against the case of the coach, cruise and guarantor of the process of change, he watches, one step back from his client that he can listen, to take some liberties and make progress safely.

Business coaching or business coaching can be applied in all business areas. Can be provided to employees or managers of large corporations (including public authorities and institutions), but managers and owners of small and medium enterprises. The business coaching areas include (O'Connor & Andreea, 2009):

- Communication and social skills-how to get the best performance from people you work;
- Time management;
- Professional and personal life balance;
- Human resource development and conflict management;
- Identifying gaps and obstacles to increase efficiency;
- Strategic thinking and business planning;
- Increased productivity;
- Increasing market share;
- Improving relationships with customers.

Corporate coaching or corporate coaching is aimed at companies who want a more powerful organization, a culture of coaching a culture of success, support, action and participation. An organization of XXI century needs to be a team whose members show strong interpersonal and communication skills. The team must learn to accept differences, appreciate them, to show confidence and to provide mutual support, work with passion and energy. Change can be achieved pine and coaching will result in: increased productivity, a more pleasant work environment, creative, happy customers, a climate that fosters trust and support.

Executive coaching or coaching for managers is particularly important in a company because a person in the organization leadership can result in losses much higher than some mere employees. Application Executive coaching is especially welcome when the leadership positions of various departments are brought "outside" managers. To be familiar in a short time with the new style of work colleagues, with the vision and objectives of the organization to reduce the period of adjustment and for quick and effective results, use of a coach who works with each manager in part or whole team. Due to the nature of his work, it has responsibilities and discretion over the information professional, a manager does not have the same opportunities to discharge stress and frustration of his subordinates. In the coaching sessions he will be able to verbalize frustrations, eliminate stress and worries in a competent, professional, neutral, leading to a tempering of his swift clarification of problems and restore inner balance need maximum efficiency.

Coaching for managers has four main roles:

- Coaching skills focus on current tasks of the manager;
- Coaching to improve performance-is focused largely on the efficiency manager at work today;
- Coaching for proper development - is aimed at preparing for a new career or future manager;
- Manager's coaching book - focuses on specific issues under the agenda of work or personal manager.

Coaching for employees helps them to develop side soft skills in a short time and efficiently. Soft skills represent the totality of attitudes, skills, social skills and personal qualities. However, using a specific combination determines the type of interpersonal behavior and efficiency of work.

Of these include:

- ◆ Communication skills - ability to effectively communicate and transmit information in a very clear regardless of channel used;
- ◆ Team work - team work skills - ability to work effectively in a team to join and help achieve team goals;
- ◆ The ability to self-correct - to identify current status, problems, needs and desires
- ◆ Behavior in stressful situations - the ability to carry out an activity under conditions of maximum stress without the influence of efficiency;
- ◆ Targeting technique-planning - establishing the ability of its objectives, as well as precise and clear targets for achieving professional activity;
- ◆ Creativity, inventiveness
- ◆ Motivation, enthusiasm, pleasure to come to work.

4. The role of coaching in health organizations

It is widely acknowledged that maintenance of health in the general population is one of the major issues of government policy (Yamamura, 2011). Companies are confronted with changes that occur with amazing frequency. Business owners are sometimes forced and difficult to execute real juggle. They need to hire highly qualified and motivated staff, to handle daily problems of the company to achieve future projects, to ensure customer satisfaction, employees and investors. Firms manage increasingly more difficult to win and then keep competitive advantage. Clearly, many business strategies currently used do not comply with the rapidly evolving global market.

Not surprisingly, increasingly more companies and organizations, public or private, turn to coaches who specialize in business and facilitate their adaptation to changing market needs. Although in Romania the concept of "business coaching" is new, it is accepted by a growing number of companies that recognize its advantages.

Business Coaching can be used for any type of company. Field of application includes both coaching for managers, offered individually or teams within large corporations or public organizations, and coaching for managers and owners of small and medium-sized, individually and in teams.

Business Coaching is a key element in supporting the development of individual and team development as a tool to provide new guidelines to ensure customer satisfaction, increase productivity and overall efficiency of a company. Can be regarded as a specialized service, designed for organizations who want to control and manage the ongoing process of change and to ensure business goals. In the same way that athletes are competing and trying to improve performance and uses a personal coach, so "players" in the business world believes that they need coaching to gain, maintain or upgrade skills and competencies.

Globally, more and more companies require coaching to "maintenance", coaching and management development services (Gallaway, 2009).

Coaching means change and change involves a process of learning. Learning is not confined to obtaining information, but that they demonstrate the acquisition of knowledge through the actions performed. Business coach's role is to study the different situations and provide insight of what works or not an organization. The coach addressed the question so as to facilitate a discussion related to the possibilities, opportunities and guide customers to their personal or organizational performance and development.

The goal of a business coach is to train competent staff, efficient and productive.

Firms are about people. And people, not processes contribute most to the success or failure of an organization. The potential of any business depends on people involved in that business. Many companies attaches great importance to learning required by changes in their environment, but the emotional neglect of those who survive these changes. Often, the "human factor" is ignored and therefore found the staff demoralized and insecure shows a lack of vision and enthusiasm. Many companies focus on financial operations, but neglects communication, trust; do not pay attention to all requirements of compatibility, all of which affect productivity.

5. Conclusions

Traditional team-building and creating relationships between employees fail to appropriate a genuine feeling of camaraderie, sharing emotions for a reason and a common vision. For example, some recent surveys have revealed that a large number of workers, professionals, managers or executives living with a sense of fear, related to professional failure or even loss of employment, and that only 35% believe that trust between managers and lower echelons of the upper echelons would be satisfactory. Organization XXI century must be a team whose managers show strong interpersonal and communication skills. They must learn to accept differences, appreciate them, to show devotion and energy. Business Coaching can

play a vital role in achieving these transformational changes, which results in: increased productivity, a work environment more pleasant, more creative, satisfied customers, an environment that fosters trust and support.

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