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A Case Study of the Sanoma Corporation

The Motives and Benefits of Executive Coaching From a Leader's Perspective



Abstract

The interest in executive coaching has increased tremendously in recent years. One of the reasons may be that the business world has become more unstable, unpredictable and competitive than ever before. Today's organizations need to find ways to adapt to a fast-paced and complex business environment and to continuously improve organizational performance in order to survive in competition. This and the prevalent organizational philosophy of "do more with less" puts pressure on leaders who need to improve leadership skills and performance accordingly in order to lead their organizations to success and to achieve business results. Coaching has become an increasingly used development method to enhance individual and organizational performance. While there are many books and articles written about what coaching is or how to coach, there is little empirical research published about how beneficial coaching is from the individual's perspective. The objective of this study was to investigate the developmental value of executive coaching from a perspective of the leaders at Sanoma Corporation. The study aims to explore and identify the motives and benefits of executive coaching as described and experienced by the case company's leaders. The case company is Sanoma Corporation, which is the leading media company in Finland. To address the research objective, the study posed two main research questions that were: (1) What are the motives for the use of executive coaching from a leader's perspective? (2) What are the benefits of executive coaching from a leaders' perspective?

Methodology

A qualitative case study was chosen as the research strategy. Empirical data was collected through semi-structured in-depth interviews with 5 case company's leaders and 2 case company's executive coaches.

Findings and Conclusions

The study revealed the motives and benefits as well as the barriers for the success of executive coaching.

Key Words

Coaching, executive coaching, coaching process, coach, leadership development, learning method