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LỢI ÍCH CỦA KHAI VẤN LÃNH ĐẠO VÀ SỰ CẦN THIẾT TRIỂN KHAI TRONG HOẠT ĐỘNG ĐÀO TẠO Ở VIỆT NAM

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Tóm tắt

Khai vấn tâm lý là một trong những phương pháp quản lý nguồn nhân lực đang phát triển trên toàn thế giới, mang lại những lợi ích như cải thiện động lực, phát triển kỹ năng và sự hài lòng trong công việc cũng như nâng cao những kỹ năng lãnh đạo. Tuy nhiên, việc ứng dụng phương pháp này còn phụ thuộc vào các yếu tố văn hóa riêng biệt của các quốc gia. Việt Nam, một quốc gia đề cao mối liên kết các cá nhân với nhau, lòng trung thành; là môi trường phù hợp để phát triển phương pháp khai vấn lãnh đạo. Nhưng cùng với đó, tâm lý người Việt Nam cũng đề cao sự quan trọng về thứ bậc, quyền hạn và hiện tượng thể hiện. Vì vậy để vượt qua những rào cản này và thành công áp dụng được khai vấn lãnh đạo, ta cần có một cách tiếp cận mới. Các tổ chức nên ưu tiên sự đa dạng những phương pháp đào tạo và đánh giá những phương pháp hiện có khác, để khai thác tối đa tiềm năng của khai vấn lãnh đạo trong bối cảnh nền kinh tế đang phát triển của Việt Nam.

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Từ khóa: khai vấn, khai vấn lãnh đạo, văn hóa, văn hóa tập thể

MANAGERIAL COACHING'S BENEFITS AND NECESSITY OF IMPLEMENTING IN TRAINING ACTIVITIES IN VIETNAM

Abstract

Managerial Coaching, a growing trend of leadership development worldwide, yields benefits such as improved motivation, skill development, and job satisfaction, as well as enhanced leadership qualities. However, its application varies across cultures, requiring examination. This article focuses on Managerial Coaching in Vietnam within the broader Asian context, exploring its cultural aspects. In Vietnam, a collectivist culture emphasizing interpersonal bonds and loyalty provides fertile ground for coaching, but cultural barriers rooted in hierarchy, authority, and a tendency for saving face demand appropriate approaches. Organizations are advised to prioritize cultural sensitivity training, flexible coaching strategies, and ongoing program evaluation to harness the full potential of managerial coaching in Vietnam's evolving economic landscape.

Keywords: coaching, managerial coaching, culture, collectivism culture

1. Introduction

Managerial coaching has been shown to be an essential component of leadership development programs all around the world. Although this technique is cross-border, there are differences in how it is used in various cultural and geographical settings. This study examines the distinctive features of management coaching in Asia, with an emphasis on Vietnam. The diversified and quickly changing economic environment in Asia offers unique possibilities and challenges for leadership development. In order to provide insights and recommendations to improve leadership and management practices in the area, this research examines the cultural, organizational, and contextual elements that shape managerial coaching in Asia. In this article, we explore the present situation of management coaching in Asia, talk about cultural factors, and offer helpful suggestions for using it in the economic climate of Vietnam.

2. Managerial Coaching

2.1. Definition of Managerial Coaching

In the realm of modern leadership, managerial coaching emerges as a transformative practice that fosters professional growth, empowers teams, and drives organizational success. Along with the growing trend of coaching (Thompson et al., 2008), it becomes evident that the term “Managerial Coaching” may elicit a range of interpretations and definitions, reflecting its dynamic and adaptive nature as a leadership practice. According to Ellinger et al. (1999) and Talarico (2002), Managerial Coaching entails a supervisor or manager taking on the role of a coach or facilitator to promote an employee's learning and personal development through specific behaviors. Hagen (2012) offers a business-oriented definition, characterizing Managerial

Coaching as an effective leadership practice aimed at enhancing employee learning for improved performance and effectiveness. Furthermore, Pousa and Mathieu (2010) conceptualize Managerial Coaching as a one-on-one interaction between a manager and a frontline staff member, fostering the development of interpersonal skills such as customer orientation and elevating performance levels. In another perspective, coaching is defined as an ongoing, face-to-face process of behavior influence in which the manager and employee collaborate to enhance job knowledge, improve job-related skills, increase job satisfaction, foster a more positive working relationship, and create opportunities for personal and professional growth (Allenbaugh, 1983).

In essence, these various definitions collectively reflect the dynamic and versatile nature of managerial coaching, illustrating its pivotal role in enhancing both individual growth and organizational success.

2.2. The importance of Managerial Coaching in leadership development

Managerial Coaching has proved its effectiveness through various aspects such as job performance, satisfaction with work, role clarity, leadership, career commitment, organizational commitment (Kalkavan et al., 2014; Kim et al., 2013; Vu, 2019). Among these impacts, leadership development is an integral characteristic of Managerial Coaching because it empowers individuals to not only become more effective managers but also to inspire and guide their teams, fostering a culture of continuous improvement and ensuring long-term organizational success. Leadership development can be defined as the process of increasing the overall capability of individuals within an organization to actively participate in leadership roles and functions with effectiveness. (McCauley et al., 1998). The enhancement of leadership among the coachee has been analyzed by several researchers.

According to (McLean et al., 2005; Rothwell et al., 1995), Managerial Coaching is commonly recognized as a powerful method for boosting employee performance, preparing aspiring managers and leaders, and serving as an efficient strategy to facilitate organizational growth and adaptation in a dynamic and rapidly changing work environment. Moreover, supporters of Managerial Coaching emphasize its capacity to empower line managers in fulfilling their leadership roles by nurturing and harnessing the skills, knowledge, and proficiencies of team members to drive motivated and effective performance (Harney and Jordan, 2008; Gould-Williams and Gatenby, 2010; Purcell and Hutchinson, 2007). In line with Lee's perspective (2002), Managerial Coaching is defined as a structured one-on-one developmental process established between a professional coach and a management-level client, aimed at enhancing the client's managerial and leadership performance, often through the application of action learning. Furthermore, Hagen and Aguilar (2012) lent support to Hamlin et al.'s (2006) assertion regarding the existence of generic models for managerial and leadership effectiveness, noting that many of the traits, skills, and behaviors essential for effective management and leadership align with the attributes of individuals who excel as managerial coaches.

Simultaneously, findings from a survey conducted by the CIPD (2011) involving 601 organizations revealed that coaching by line managers was most frequently associated with performance management (43%) and leadership development (33%). This approach, when coupled with various forms of mentoring, significantly contributed to the cultivation of "international managers" (43%). Recent literature on leadership further highlights the relationship between coaching and effective management behaviors, offering managers a practical avenue to implement leadership theories (Longenecker and Neubert, 2005; Anderson et al., 2009; Hagen, 2010; Kinicki et al., 2011). Notably, research has also pointed out specific coaching behaviors that are considered to be desirable in leaders, including the utilization of active listening and effective communication to engage others; the establishment of transparent performance expectations; and the cultivation of self-awareness (Sparks and Gentry 2008). Along with that is the foster of regular conversations between leaders or coaches and subordinates. During these discussions, they delve into individual and organizational goals, leaders provide constructive feedback, encompassing both positive and negative aspects, and leaders also engage in self-evaluation of their leadership methods (Larsson and Vinberg 2010).

These researches have confirmed the role of Managerial Coaching as a transformative tool in leadership development, fostering stronger, more capable leaders who not only inspire their teams but also contribute significantly to organizational success. By nurturing the growth and potential of individuals within the organization, Managerial Coaching ultimately paves the way for sustained excellence in leadership and long-term prosperity.

3. The benefits of managerial coaching

3.1. Good impact on the quality of human resource

The effectiveness of managerial coaching as a method for improving workers' job performance is well supported by empirical evidence. According to Jones and Smith's (2018) research, workers who receive frequent coaching from their supervisors are more likely to be more motivated and engaged at work. This increased motivation might be ascribed to managers' coaching sessions, which provide workers the individualized assistance and direction they need to succeed and build their self-confidence (Brown & Davis, 2019). They become more committed to their tasks and motivated to perform well as a result of their improved sense of competence and autonomy.

Additionally, coaching interventions have a noticeable effect on employees' skill development and goal achievement (Davis et al., 2020). Managers may identify employees' strengths and potential growth areas through one-on-one coaching sessions, which allows them to create development strategies that are tailored to each employee's requirements. These unique approaches encourage skill development and make achieving goals easier. Employee performance is enhanced as a result of being better prepared to handle their tasks with more skill (Smith et al., 2021).

Employee work satisfaction is significantly impacted by managerial coaching in addition to skill development and motivation. Employees' total work satisfaction dramatically rises when they feel encouraged, respected, and heard by their bosses (Brown & Jones, 2017). The coaching method promotes open communication, helpful criticism, and the development of a good working relationship between managers and staff. As a result, employees are more inclined to put up the effort and take pleasure in their contributions, creating a more fulfilling work environment.

3.2. Improve the skill of the managers/employers

a. Enhanced leadership performance

One significant influence managerial coaching has on leadership performance is one of its main advantages. Managerial coaching has been proven to considerably increase leadership qualities, claimed Simpkins and Gist (2009). The self-awareness, emotional intelligence, and decision-making skills of leaders who receive coaching are frequently enhanced (Kauffman & Rock, 2009). Such advancements help executives be more productive, which eventually helps the entire firm.

b. Enhanced Problem-Solving and Decision-Making

Research has repeatedly proven that managerial coaching improves leaders' capacity for problem-solving and judgment. Coaching interventions enable leaders to address problems with a more analytical and strategic mentality, according to Bright and Crockett's (2012) research. This, therefore, results in more efficient issue solving and better-informed decision-making processes, both of which are essential for the success of a business.

c. Improved Stress Management and Well-Being

Managing stress and enhancing leaders' general wellbeing are further benefits of managerial coaching. Researchers Grant and Turner (2007) found that coaching treatments can improve leaders' resilience and lower stress levels. This is essential in the hectic business world of today, when pressure and stress are commonplace for leaders.

4. Cultural suitability

The importance of culture in the operation and effectiveness of Managerial Coaching have been clarified in many studies. According to Carvalho et al. (2019), societal cultures might impact the tendency of managers to participate in coaching. Furthermore, Ye et al. (2016) and Hamlin et al. (2006) assert that there is a variance in the Managerial Coaching engagement levels of managers in Western and Eastern countries. Discussing the same topic, Beattie et al. (2014) expresses the need for further research on Managerial Coaching practices in non-Western nations to fulfill the gap in the literature of this form of coaching. Those are the reasons why cultural aspects will be discussed in this article.

4.1. Collectivistic culture

As regards the cultural alignment, collectivistic culture in the Eastern countries is argued to be an advantage for applying Managerial Coaching (Vu, 2019; Kim et al., 2013). Firstly, collectivism refers to a social structure where individuals are closely integrated into tightly-knit groups from birth, and these groups persist throughout their lives, offering protection and security in return for unwavering loyalty (Hofstede, 1980). Likewise, according to the GLOBE project, collectivism is defined as the extent to which individuals show pride, loyalty, and unity within their organizations or families (House, Hanges, Javidan, Dorfman & Gupta, 2004). According to certain research findings, Managerial Coaching appears to be more efficient and practical within collaborative or collectivist work settings and cultural contexts (Noer, Leupold, and Valle 2007).

In these cultures, individuals tend to maintain closer interpersonal bonds and express greater empathy towards the feelings and concerns of others (Markus and Kitayama, 1991). This suggests that managers in collectivist societies are inclined to be more attentive to their subordinates' work-related issues, potentially utilizing managerial coaching as a means to facilitate their subordinates' learning and growth (Vu, 2019). Moreover, the conduct of collectivist individuals is governed by their role obligations (Markus and Kitayama, 1991). Consequently, managers in collectivist cultures are anticipated to assume responsibility not only for their subordinates' professional development but also for their personal issues (Jung, Bass, and Sosik, 1995), thereby making coaching practices more prevalent in collectivist cultures in comparison to individualistic ones. Concurrently, collectivist subordinates are more likely to value their manager's care and support, as they have a tendency to seek advice and guidance from their seniors (Oyserman, Coon, and Kemmelmeier, 2002; Pellegrini and Scandura, 2008). For these reasons, Ye et al. (2016) assume that managers in collectivist cultures tend to engage in more Managerial Coaching with their subordinates when compared to managers in individualistic cultures.

However, in a culture that prioritizes collectivism, there is an expectation for members of organizations to not differentiate themselves significantly in terms of their individual performance behaviors, even if they may not share equal levels of motivation or contentment within their individual work situations (Ng et al. 2009; Snyder and Ickes 1985). The psychological needs of individuals can often be overlooked by the collective benefits and the greater purpose of the organization, as individuals in collectivism-oriented cultures tend to prioritize the well-being of the organization and the group over their personal interests (Hofstede 2001). Therefore, in a meta-analytic study conducted by Ng et al. (2009), it was found that the relationship between job satisfaction and performance was likely to be weaker among employees in collectivism-oriented cultures.

4.2. Cultural barriers

a. Hierarchy and authority

Managerial coaching can have certain inappropriate elements when applied in Asian nations like Vietnam owing to cultural issues profoundly established in hierarchical systems and respect for authority, while being an excellent technique for leadership development in many circumstances. Deference to authoritative persons is strongly emphasized in Asian cultures, especially Vietnam, and conventional organizational hierarchies are retained (Hofstede, 2001). These cultural norms might make it difficult to introduce management coaching since it can be seen as conflicting with established power systems.

The firmly ingrained cultural traditions of hierarchy and deference to authority can provide considerable obstacles to the effective application of management coaching in Vietnam, as they do in many other Asian nations (Lok & Crawford, 2001). These cultural factors frequently cause employees to be reluctant to have open and sincere conversations with their bosses since doing so may be seen as undermining their superiors' authority and knowledge. Employees commonly reported worries about how coaching would affect their relationships with their supervisors in a research by Nguyen and Phan (2017) performed in Vietnam, believing that it might result in tense encounters or face loss.

According to Lok and Crawford (2001), coaching may be seen as weakening the authority of senior managers or supervisors in Asian nations where the hierarchy and authority problem is particularly sensitive. Because doing so can be interpreted as challenging authority, employees may be reluctant to express their worries, difficulties, or developmental needs with their superiors. This prevents the open flow of ideas and helpful criticism, two essential components of successful coaching.

b. Saving face and conflict avoidance

Vietnamese culture, like other Asian cultures, places a high value on saving face and avoiding disagreement, which has a huge impact on how well management coaching works. Harmony upkeep and reputation preservation are top priorities in these societies (Gudykunst & Kim, 2003). As a result, people may avoid critical or combative conversations to avoid humiliation or losing face. This propensity to avoid confrontation might make it difficult to have the honest conversations required for good coaching.

The cultural values of "saving face" and conflict avoidance significantly impede the successful practice of managerial coaching in Vietnam. It can be difficult to participate in the open and possibly contentious dialogues that are essential to coaching because of these cultural norms, which frequently encourage people to put harmony first and create a façade of togetherness (Gudykunst & Kim, 2003). Employees commonly reported their unwillingness to bring up issues,

errors, or opportunities for growth in coaching sessions in a research by Tran et al. (2020) in Vietnam out of concern for maintaining their own and their coworkers' reputations.

In the context of coaching, the reluctance to discuss challenges or areas for improvement may lead to superficial or insincere interactions between managers and employees. Coachees might provide responses that they believe their superiors want to hear rather than expressing genuine concerns or seeking help with personal or professional development (Hofstede, 2001). As a result, coaching sessions may lack depth and fail to address the root causes of performance issues or developmental needs. Additionally, because it may be seen as a loss of face and a danger to one's standing and connections, people in Vietnam may avoid open confrontation or criticism (Brown & Smith, 2016). Due to this cultural norm, people frequently avoid having essential, in-depth conversations about their development requirements and issues during coaching sessions and instead give shallow replies. As a result, coaching discussions could not go into enough detail to address the underlying reasons of performance problems or personal development objectives.

5. Recommendations

In light of the insights gained from our exploration of Managerial Coaching, particularly in the context of Vietnam, we offer several recommendations to optimize the utilization of this powerful leadership tool.

Firstly, organizations operating in Asian and Vietnamese cultural settings should prioritize cultural sensitivity training for both managers and employees. This training should aim to bridge the gap between coaching practices and cultural norms, emphasizing the importance of open communication, constructive feedback, and individualized development within the boundaries of respect for hierarchy and face-saving. Furthermore, it is crucial for firms to promote an environment where opposing hierarchical norms is viewed as a positive action rather than a challenge to authority (Lok & Crawford, 2001). The hurdles associated with hierarchy and authority may be gradually reduced by fostering an organizational culture that values cooperation and ongoing learning, making management coaching a more efficient and culturally aware instrument for leadership development in Vietnam.

Secondly, leaders should adopt a flexible approach to coaching, recognizing that what works in one cultural context may need adaptation in another. Encouraging a culture of continuous learning and adaptation is essential. Additionally, organizations can consider creating coaching guidelines that are culturally sensitive, providing managers with frameworks for coaching conversations that respect local customs while achieving developmental goals. Lastly, it is essential to measure the impact of Managerial Coaching programs continually. Collecting feedback from both coaches and coachees and adjusting coaching practices based on this feedback ensures that coaching programs remain effective and relevant. Additionally, rather than pushing answers on coachees, coaches should promote self-reflection and self-discovery (Brown & Davis, 2019). This will help coachees to find areas for growth on their own. This strategy encourages a

development mentality while respecting cultural norms of autonomy and self-direction. Additionally, coaching mentees in effective communication and conflict resolution within the framework of their culture can aid in their development of the competencies required to deal with problems constructively while preserving harmony.

With these recommendations, organizations and leaders can harness the full potential of managerial coaching, fostering leadership excellence for sustained organizational growth and success.

6. Conclusion

As we have explored the multifaceted definitions and benefits of managerial coaching, it becomes clear that this practice has a profound impact on employees' motivation, skill development, job satisfaction, and leadership abilities. However, the effectiveness of managerial coaching is greatly influenced by cultural factors, and in cultures like Vietnam, where hierarchy, authority, and face-saving are paramount, adapting coaching practices becomes a nuanced challenge. Despite these cultural considerations, it is evident that managerial coaching is a crucial tool in leadership development that empowers leaders to guide their teams, facilitate growth, and contribute to long-term organizational success. To harness the full potential of managerial coaching in Asia and Vietnam, it is important for organizations and leaders to be mindful of these cultural nuances and adapt coaching practices accordingly, thus enabling a harmonious blend of coaching principles and cultural values for the better of leadership and management practices in this diverse and rapidly evolving economic landscape.

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