

Career Coaching  
Claremont Lincoln University

A Capstone Action Project  
Submitted to Claremont Lincoln University  
in Partial Fulfillment of the Requirements for the  
Masters in Organizational Leadership  
Claremont, CA

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## Abstract

This project is focused on the importance of career coaching supported by leadership and the impact it has on the overall organization. My emphasis is how the organization I am working for, Southern California Edison (SCE), can benefit from building the skills of the leadership team to properly coach their employees for continuous success. In the research I will provide data and feedback which validated the gaps SCE has received from surveying their employees and tracking internal data. Some of the feedback has confirmed that less than 20% of the 13,000+ employees received career coaching throughout 2022 (Edison International, 2023).

Additionally, when looking at the coaching consultant industry, the research has concluded that there is a high demand for expert coaching support. The findings provided insights to determine in 2022 there was an annual revenue of over \$4 billion for active coaching practitioners according to the International Coaching Federation (202.). Furthermore, according to iPEC (Zhou, 2023), 1.5 million searches are made every month by people and companies looking for life coaches, business coaches, and executive coaches.

The overall conclusion is that there is a demand by the current workforce for guidance, support, and direction. As a result, the conclusion is that the leadership within SCE should take actions to train and support the leaderships need to take on the coaching needed for the current employees.

### **Acknowledgements**

I would like to first give glory and honor to my Lord and savior Jesus Christ, without him none of this would be possible. To my husband Rick, who has been through the trenches with me day in and day out, never hesitated to give me his time and attention. I would like to dedicate this paper to my two beautiful daughters, Brianna, and Jaylee, in the hopes that they will both always believe in themselves and never give up. Special thanks to my dad Richard, he has been my inspirational coach throughout my life, his continuous dedication to being a coach is the one of the biggest reasons I selected my topic and my passion for my career. Last but certainly not least, my mom Glenda for always being my biggest cheerleader, prayer warriors and my best friend. Commit to the Lord whatever you do, and he will establish your plans. Proverbs 16:3 (NIV).

## **Career Coaching**

### **CHAPTER 1: Introduction**

Welcome to my capstone project for the end of my Master's program in Organizational Leadership with a concentration in Management. The program has helped me to understand the importance of researching subjects which need additional data, study, and background to support the proposal I am providing in each of my areas of study. For the Organizational leadership program, I understand that the research is necessary to study the history of prior research which has been conducted to build a stronger solution or opinion to provide a greater understanding and perspective.

The focus of this capstone project, I am looking at providing a clear vision understanding of why it is important for organizations to provide career coaching for their employees. I will bring out the study and research of the benefits and downside to organizations providing professional career coaching internally versus externally. Because there is historical proof that supports the need for career coaching with many organizations, researching the outcomes will provide additional validation for the potential solution. I will specifically identify how the organization I work for, Southern California Edison, can benefit from additional career coaching to help the leaders improve in the support needed for a better work environment.

#### **Social Significance**

Edison International monitors employee engagement with surveys and monitors the turnover of approximately 7.5% year over year with over 13,000+ employees in the workforce. According to the Southern California Edison Diversity Equity and Inclusion annual report for 2022, the main 3 statements of opportunity in the 2022 Pulse Survey Key Takeaway were, "At this company, there is effective collaboration between teams, I receive appropriate recognition

when I do a good job, and I am treated with respect at work” (Edison International, 2022, p. 31). The report also provided development opportunities which have supported career counseling and Business Resource Groups (BRG’s) which help advance the development of the employees on a voluntary option. “In 2022, SCE also held four speed-coaching events for nearly 200 employees to facilitate their individual exploration for a meaningful career. A total of 65 career webinars and workshops were held with over 3,000 attendees” (Edison International, 2022, p. 5). This means nearly 20% of the workforce has participated in the career development coaching at least once during the year. Another highlight to mention, over 80% of leadership within the organization have a tenure of an average of 10+ years with the organization, this statistic validates the growth of the leadership take time to develop and may be a gap in allowing for skilled leaders to take on roles they might be better fit for in under 10 years tenure.

### **Purpose**

The research I will be providing is the history of career coaching and the successes shown with experienced coaches. The sources I will research will provide logic and evidence to support the need for career coaching. The three main purposes of research are *exploratory*, *descriptive*, and *explanatory*. Exploratory will allow for answer and analytics which have been explored and provide data to validate the problem. Descriptive research helps to describe proof of the sample of studied individuals based on the problem to be observed. Explanatory allows for experimental outcomes to help provide results to the attempted solution. When looking at the issue in general, most leaders are not trained in a way to positively impact the need to support career development for their employees. In most organizations, the focus of leadership is to train in a way that will help to drive the organization’s vision, goals, and production. My goal is to focus on the impact of career development for all levels within an organization and for the

leadership to understand the impact and know how to properly support employee career development.

According to Morris (2018), “Attrition has always been costly for companies, but in many industries the cost of losing employees is rising, due to tight labor markets and the increasingly collaborative nature of jobs,” says Brian Kropp, Gartner HR practice group vice president, “If employees don’t see you investing in their future with you, they’re going to look somewhere else.” This creates a question to consider for leaders to think about, are leaders aware, trained, and held accountable in an organization to support the coaching and direction needed for their employees’ career? According to Leading Effectively Staff (2020), the four benefits of coaching to improve performance are, greater self-and contextual awareness, greater understanding of others, enhanced ability to communicate and enhanced ability to coach others.

Why is career coaching the key to a successful organization? Although many organizations understand the importance of career coaching and progression, many organizations are unable to provide the full support employees need to advance in their careers. As a result, many career coaches are hired outside of organizations to support their desire to advance in their careers. Zhou (2023) suggests that 1.5 million searches are made every month by people and companies looking for life coaches, business coaches, and executive coaches.

According to the Global Coaching Study conducted by International Coaching Federation (2023), in 2022 there was an annual revenue of over \$4 billion for active coaching practitioners. ICF (2023) suggests that leadership was the main area of coaching most frequently mentioned in the 2022 survey (34%), followed by executive coaching (17%), and business/organizations (13%).

## **Conclusion**

To continue to support the growth of Southern California Edison's organizational growth, we must look at the needs of the individuals. By understanding how leadership impacts their direct reports in coaching and development, this can help to create a more employee career development and positive work environment. The cost savings would be minimized in the turnover year-over year and the costs which are incurred by hiring outside coaching practitioners to support the needs of the coaching and training needed. How can we make sure going forward, the organization is properly training leaders to career coach and that all employees are receiving the proper career coaching which aligns with their short and long-term goals?



## CHAPTER 2: Identification of Phenomenon

At Southern California Edison (SCE), we talk about coaching, but is the approach benefiting the employees, leadership, and growth of the organization? SCE is an organization that was established over 100 years ago. The leadership has a wide range of expertise and has sustained a successful organization while navigating the recent pandemic challenges. As a leader in the organization for over the last 5 ½ years, I have witnessed a major gap in how career development is supported for the employees. Although the organization has some very effective core values and structure to the succession planning the leaders conduct on an annual basis, I see a vital missing piece in career coaching.

Although most organizations understand the importance of career coaching and progression, many are unable to provide the full support employees need to advance in their careers. As a result, many career coaches are hired outside of organizations to support their desire to advance in their careers. With career, life, and executive coaching consulting firms on the rise, many organizations are hiring external coaching organizations to support employees' needs for career development. In addition, many organizations tend to hire external coaching consultants to provide subject matter expertise for all levels of coaching support needed. This leads to a major impact on the cost of the organization's training, coaching and support budget. But the question to ask an executive about the career coaching support is, "Why does this issue continue to exist in an organization and why do we need consultants?"

Marilyn Atkinson has over 40 years of experience in the art and science of coaching. In the video "What Is Solution Focused Coaching," Marilyn shares how she was a part of solution-focused coaching and took part in Milton Erickson's for solution focus methodology (Atkinson, 2012). She also has written several books which provide more perspective to understand the core

of coaching, different flows of coaching, and utilizing different tools and techniques. Her training suggests the importance for leadership to understand the coaching techniques can be an impactful way of supporting not only the needs of the organization but also the needs of everyone's satisfaction with the organization.

According to The Center for Creative Leadership (CCL) (2017), coaching is a key skill for leaders which creates a safe and challenging space for employees. It creates a more effective organization by creating a learning and development environment, which leads to a more profitable organization with growth and sustainability. Boatman and Wellins (2011) suggest that most leaders aren't effective at developing others, and this is associated with career and leadership progress in multiple areas of engagement and measures of performance. People managers are fully aware of the importance of motivating, coaching, and supporting their employees, but why is career coaching a challenge for leaders. According to Ibarra & Scoular, (2019) people copy the actions of others in power or status to maintain the acceptable behavior of what is displayed in others. This poses many concerns for employees who are not at the peak of their career and need additional support to progress within and outside of the organization.

The International Coaching Federation (ICF) is leading the global advancement in coaching professionals. With over 35,000+ coaches in over 140 countries, the goal of this organization is to support the need of coaching and building organizations in the growth of their employee awareness and career advancement. According to research conducted by ICF (April, 2020), there are some connections for leaders to employees coaching which are critical to the career growth and support of leaders in an organization. The research validated the contrast between coaching skills between leadership versus professional coaches which gave some clear distinction from setting the agenda, confidentiality, boundaries of the relationship, loyalty,

ethical standards, and goals. The research provided insight for the professional coach to have straightforward conversations, private sessions, structured and a confidential approach. While managers/leaders using coaching skills, managers set the agenda, conversations are unstructured, hierarchical, with verbal or no goals set with the employees. According to ICF (2020), the use of coaching skills by managers and leaders are best understood by managers who focus on building relationships and who influence people to advance their learning and career advancement. This doesn't always fulfil the needs of career coaching to help advance the progress of the employees' growth in a personal way.

According to *Forbes* (2023), there are 15 professional coaching trends which are impacting the way coaching is addressed, these trends include:

- Adapting to the metaverse
- Personal and business branding
- Being Authentic
- Preventing and recovering from burnout
- Promoting true mindfulness techniques
- Individualized digital executive coaching
- Immersive virtual coaching
- Linking leadership coaching to journaling
- Teams focusing on culture and engagement
- Assessing Psychometrics and personality styles
- Leaders evolving through change
- More accessible and holistic coaching
- Leaving a legacy before retirement
- Team coaching to improve execution and relationships
- Upskilling remote leaders as coaches.

This really gives leaders some more pressure to grow in their roles to support their employees.

## **Conclusion**

The overall goal of this research is to provide the data needed to validate the need for career coaching for an organization's success. The change I would like to see is more training and support for the leadership to know and understand how to provide the support needed for each of their employees. To provide recommendations on how leaders can be better prepared, trained, and supportive to their employees from a career coaching aspect. By creating multiple ways to give leaders support for proper coaching, this will allow employees to have access to the support needed with their direct leader or other leaders within the organization.

### CHAPTER 3: Literature Review

Career coaching is a critical part of employee, leadership, and organizational growth. The goal of this research is to provide the research and data needed to validate the need for career coaching for an organization's success. As a leader for Southern California Edison (SCE) for the last 5 ½ years, I have witnessed some gaps in support in career coaching throughout the organization. According to *2022 The Power of Our People: Diversity, Equity & Inclusion Report* (Edison International, 2022), over 80% of the leadership team represented have 10+ years of tenure and less than 10% are under 5 years of tenure. Looking at this data reveals the lack of growth within the first 5 years of employment with SCE. According to the 2022 Pulse Survey key takeaways reporting in the report (Edison International, 2022, p. 31), "Leaders can do better at motivating employees." This validates the need for leaders taking the time to listen and coach the employees to support them in all areas of their careers.

While coaching is an important part of developing and growing individuals, teams, and organizations, there is not always a clear understanding of who, what, how, and when this should take place. Most organizations allow the human resources, training, and development team to take the ownership of building and training the coaching needs of the organization, but is this the right approach for an organization to be successful in the areas of coaching? Why aren't leaders better equipped to understand the approach, frequency, and communication styles needed to be at their best for coaching their employees?

With the focus of growing and building our business to fit the needs of the future electricity needs of our customers, we must make the right decisions to keep our employees, leaders, and customers at the forefront of the business. SCE continues to focus on the values of the organization and with safety as part of the key value of the organization, mental health of the

employees can be critically impacted by the support or lack of support or career opportunities, coaching and development. SCE has many different programs in place to support growth but not necessarily as a requirement and more of an optional support as each individual needs.

According to the Center for Creative Leadership (2020), the four benefits of coaching to improve performance are:

- Greater self and contextual awareness
- Greater understanding of others
- Enhanced ability to communicate
- Enhanced ability to coach others.

This is why it is important to continue to coach and provide the support needed for all individuals within an organization. According to iPEC (Zhou, 2023), 1.5 million searches are made every month by people and companies looking for life coaches, business coaches, and executive coaches. “In 2019, the estimated global revenue from coaching was 4.56 billion USD” (Zhou, 2024, p. 1). This is proof that people are searching for the support needed to help with career growth support outside of employee’s organizations. This data should be a key to why we need to focus on the development of building the skill sets of the existing leaders in the organization to support the career coaching and development of all employees.

Montanez (2018) discusses career coaching and what the past and future of the industry looks like. Montanez shares the words of BetterUp CEO Alexi Roichaux and the demand for coaching and investing is over \$15 million in research and development over a 5-year span. Montanez shares the history of Dale Carnegie in the first half of the 20<sup>th</sup> century and how he published a self-help bestselling book. Dale Carnegie’s approach evolved into the theories of Myers-Briggs Type Theory and eventually helped to launch many other personalities books in

the industry. Montanez also shares, “A recent report, by BetterUp, estimated highly meaningful work generates an additional \$9,078 per worker, per year” (Montanez, 2018, p. 1). Why aren’t organizations taking a more serious approach to training leadership how to properly coach for success, instead allowing for outside experts take on this role?

Wiles (2019) examines the employees who thrive with the right coaching and what are the best type of managers who have higher performers. According to Wiles research of 7,309 employees’ responses, Connector managers have the highest rate of high performers due to the approach of coaching and development. Because the Connector is good at facilitating good connections among employees, peer to peer, and organizations, this helps to build trust throughout the organization with less direct dependency on the leader. “Connector managers triple the likelihood that their direct reports are high performers and increase employee engagement by up to 40%” (Wiles, 2019, p. 1). Guidance and support of the Connector manager allows the employees to connect with more resources and individuals overall. While Connector managers are important and effective, the key to their success is the coaching techniques, approaches and frequency which makes the best impact.

Wiles (2019) discussed what a Connector Manager is. Wiles shares how managers are being called more to coach and develop their employees more than ever. In the research regarding the Connector managers, Wiles shares, in the interview Smarter With Gartner, there is some very insightful research from over hundreds of companies which provided 3 changes which are impacting the need for more coaching and development, the research has identified the changes organization changes, 36% of the time should be focused on coaching and development in an organization and currently the study shows that 10% of the time is only being spent on this. The managers’ gaps include lack of skill and lack of time to provide the coaching and

development needed. Based on the research of over 9,000 managers and employees, there are three management myths: more coaching enhances employee performance, managers know what is best for the employees, and managers know best and need to provide guidance and feedback.

One of the biggest findings of the research provided an understanding of four identified types of managers, this included, the Teacher, the Always on Manager, the Cheerleader, and the Connector. The Teacher consisted of someone who was good at their job and understood what was needed and was promoted to manager. The Always on Manager provides a lot of coaching and directing to the employee's needs. Cheerleader is more of a hands-off approach manager who helps, enhances, and empowers the employees' skills. The Connector Manager provides targeting coaching and connects the employees to others within the organization when additional skills and support are needed. Connector managers have a higher level of engagement and loyalty, there are 3 connections, employee, team, and organization connections. The employee connection requires 2 main components, the leader to coach the person and not the problem and for the leader to understand what the employee needs and how can the manager support it. The team connection, helping to create peer to peer connections for skill development. The organization connection requires an understanding of what the employee is going to gain from making the connection.

The research continues to show the need for coaching and how it can make a difference in the engagement, growth, and development of an organization's employees. The solution is to change the way we prepare leaders in the organization to lead and coach their employees. By providing training and skills for leaders, it will make a difference in the way employees own their responsibilities and growth in their personal career development. By focusing on setting



expectations and coaching, teaching, and demonstrating how the leadership should address the needs of their employees, it can lead to a positive change.

Based on the four different types of managers, what is common with SCE is more teacher type managers. The tenure of the leadership of 10+ years is a way to see that most of the leadership team has grown in the role and became more of a subject matter expert.

Unfortunately, with the teacher type managers, the role of the leader doesn't always support the skill set of a leader who can coach employees to build their skills for continuous career growth. SCE may consider looking to be more open to hiring leaders externally to help grow the leaders with skills to coach, mentor and help build the confidence of the employees.

As mentioned in the cost benefits of over \$9,000 per employee per year, why wouldn't we want to coach our employees about their career development. In addition, while we see organization and individuals search for professional coaching outside of organizations, there could be cost savings for organizations by training their leadership team to become more proficient at coaching within the organization, this can save costs long term by having the professional needs met internally and could also save on employee turnover.

According to Dirkx (2015) the research and study conducted regarding coaching effectiveness the relationship between interpersonal skills and coach-coachee relationships were most positively associated with the coaching outcomes. The results also providing the method and environment also played a significant role in the outcomes of the coaching success. Coaching effectiveness was the focus of the research by Dirkx (2015), which examined four factors, the coach, the coaching method, the coaching environment, and the coach to coachee relationship. The results of the research demonstrate the interpersonal skills of the coach have an

impact on the performance, mental health, initiative in own career, goal-setting and personal growth of the client.

SCE has many different training programs for leaders and developing leadership which provides several different supporting ways to build skills. The consideration to look for at the leadership's skill set and if they display the desire and ability to coach employees for career development. If the leadership lacks the skills sets, the first approach may be to consider training and or mentoring for the leadership.

It's important to see the connection between the coach and the skills they possess to provide the proper support needed to help the growth of the individual. As we continue to focus on the needs and skills of the coach, the coachee will benefit from the growth. According to Leedham (2005), the need to find the right coach is critical to the coaching needed for individuals. The research interest was focused on the need for suitable coaching from external support for internal customers across the corporation. The six themes included experience, capability, flexibility, results, cost effects, and qualifications. The results provided results which suggest the presence of effective of the coach will allow for clarity, focus, confidence, and motivations for the support of individuals growth. Although the intent was to demonstrate the impact of the organizational impact of coaching, the study confirms the difficulty of measuring the impacts coaching has on the business's success. The feedback from the research suggests the "Coaching Benefits Pyramid" should not be used to establish a coaching contract that has been fulfilled.

An alternative approach to developing individuals is to consider developing lean leaders at all levels. According to Liker (2014), the 4P Model consisting of Problem Solving, People & Partners, Process, and Philosophy is the process of developing leaders in a way to teach leaders

to empower problem-solving where the work is done. Liker (2014) suggests that the best way to learn and improve is on the job and not in the classroom. As mentioned by Liker (2014), Gemba is the best place to learn and to be monitored and coached until the skills are mastered.

Overall, the findings of the prior research demonstrate the need for coaches to have the skillset of building a relationship with the coachee. The more trust and confidence in the coach, the better the individual is impacted for their ongoing support needed. There is not necessarily a distinction of the coach to be internal or external for the coach to be effective, but more critical for the coach to be skilled in building trust and confidence with the individuals.

## CHAPTER 4: Solutions

### **Project Goal**

The goal of this project is to improve the support of the career coaching provided by leadership at SCE. The reports provide surveys and findings regarding growth and feedback opportunities in the areas of leadership and growth. The project is to focus on the improvement of support provided by the leadership in career growth. According to ICF (2014), the value of coaching provides 79% higher employee engagement, 67% faster onboarding, 70% increase in productivity, 71% faster development, and 81% team functioning. The need to make sure leaders are properly trained in how to coach is vital to support and the success of the organization. As a result, the plan for the project is to conduct training for existing and new leadership team members in the proper way to career coach their employees. The process would focus on providing leaders with an understanding of why, how, and when coaching would be required.

### **Implementation**

The key change for the project is to deploy a new leadership training program which would provide career development training skills to implement going forward. This program would be introduced to all new and existing leadership. The training will be conducted with the support of the Human Resource training team as well as leadership support. As new leaders join the organization the training would be added to the onboarding process and the leadership team would have new training added to their current training. As a continuous support and tracking of this training, post training, all leadership would need to go through a certification process to be able to apply in real time the training received. The certification process would be assessed by the training and leadership team which deploys the training throughout the organization. Each leader would have a requirement to pass all sections within an allocated time frame. If there are

any leaders unable to perform the process, they should be provided with feedback and a timeline to be able to reperform the task.

Leadership is a key to growth and development of the vision of an organization. By continuing to focus on building the leaders' skills and interpersonal skills, it will allow for the trust the employees have in the leaders and organization. As the needs of employees change, the leadership needs to know how to create an open and honest environment which allows for feedback, respect and change to support the needs. "The involvement of HR professionals in many aspects of leadership development continues to grow as organizations recognize the need for strategic solutions to address future leadership demands" (Giles, 2016, p. 1). This creates mindfulness for the employees' needs by teaching leaders how to properly build trust with their employees. In providing proper training to leaders on how to conduct proper coaching, this will create an effective open dialogue among the organization and can create good collaboration between the team members. As leaders learn to open their employees' opportunities for conversation this creates conversations for leaders to make changes to better the organization. A very important part of the new program is to set clear and defined leadership requirements to support the vision and direction of the organization need to support the career coaching for the team. "Establish a set of clear and defined leadership competencies (Giles, 2016, p. 1). "Focus your leadership development program on strengthening employees' ability to deliver strong and credible results, to master new types of expertise, and to uphold behavioral standards that reflect the company culture and values" (Monarth, 2015, p. 1).

### **Project Measurements**

To continue to track and measure the success of the project, the measurements would be based on the results of the Southern California Edison's pulse surveys and Diversity Equity and

Inclusion assessments annual report provided by the organization. The specific measurements will be the following:

- Turnover of approximately 7.5% decrease by 1% annually
- Southern California Edison Diversity Equity and Inclusion annual report  
main 3 statements of opportunity in the Pulse Survey to remove all leadership support concerns related to coaching and collaboration.
- In addition to the Business Resource Groups (BRG's) which help advance the development of the employees on a voluntary option of 20% of the workforce has participated in the career development coaching at least once during the year. To increase this to 80%
- With over 80% of leadership within the organization have a tenure of an average of 10+ years with the organization, with this implementation project the tenure should drop into the lower than 10+ tenure.

The measurements will need to be reviewed yearly or in line with when the surveys are completed, and results are shared.

## CHAPTER 5: Project Summary

The goal of this project was to research and understand the current gaps in leadership support of career coaching at Southern California Edison. The research I conducted for SCE is looking into the results of the surveys and data provided in The Power of Our People 2022 Diversity, Equity & Inclusion Report (Edison International, 2022). The report provided statistics which provided the current state of the training and support the organization is offering for career coaching, as well as statistics related to pulse surveys provided by the existing employees. The information I was able to gather validated the need to raise the support of leadership coaching and training in development. Furthermore, the research I was able to identify outside of SCE, in various articles, prior research, and expert advice, provided support to understand the importance of coaching within an organization and how its critical to have leadership involvement in the way coaching is provided. The results provided shows a high degree of need for coaching and the facts provided by career coaching organizations, including ICF (2018), IPEC (Zhou, 2023) and Betterup (Montanez, 2018), validated the data needed to support the needs of the career coaching industry.

### **Reflections**

As I reflected on the research and data, I was able to identify in this project, I learned to continue to stay open minded about the needs of the organization and the purpose of career coaching. At the start of the project, my mindset was to prove the fact that coaching and training was needed for leadership to support the needs of the organization. As I continued to research and look at the needs of the organization, I began to see how and why this topic is much more challenging to address in an organization with over 13,000 employees.

When researching career coaching consultant organizations, I was really shocked to understand the level of profitability of 4.56 billion in revenue in 2019 (Zhou, 2024, p. 1). This was painting of picture of the need and desire for individuals to receive the support and guidance from a professional career coach. In addition, the benefits of coaching and how organizations see a more productive organization (Montanez, 2018, p. 1). The more challenging part of the project was to avoid getting real time feedback from individuals within the organization who focus on the training and development at SCE. This made it a bit challenging to gain inside knowledge of what is on the horizon for the organization's improvements to address the topic. In addition, I would have liked to be able to see the costs SCE acquires to offer external career coaching consultants. This would have allowed me to give the cost benefits to remove the need for external career coaching.

If I were to have completed the project over, I would have started with a better place to track the project more closely. The reports I was able to identify for SCE were very helpful to address the topics current state, but on the flip side, there was limited information available from SCE to substantiate the issue for leadership. The strong points of the project are the continuous validation of the need for leadership to support the coaching of their employees for the organization and employees' benefits. The weakness of this project is the lack of SCE reporting available for external support of the project.

Some of the more challenging parts of the project were being able to prove the solutions I am suggesting will work. I wish I was able to pilot the project I am proposing to kick off with the changes I am recommending and provide true results of what feedback and data I can get from the test. Furthermore, the learning I received from this project was that I had to stay open minded and not stay set on one solution and overly focused on what I think is the right solution.



## **Recommendations/Conclusion**

In stepping up this project, the next steps I would recommend taking surveys from the leadership and individual contributor team to understand what their feedback would be regarding the career coaching topic. This would strengthen the voice of the impacted individuals and give substance to move forward with changes and give a basis for understanding and tracking from the organization. The next steps in implementing the changes from the project are to meet with the stakeholders with the research and development of the training material I have completed. I plan to propose the training to take places for all existing and new leadership. I would be willing to support the leadership and training team will implementing the training and follow up with our Human Resources team to keep the training a continuous requirement and request for all leadership to be held accountable for the coaching skills within their annual performance goals.

One of the recommendations I would suggest in any further research is to be able to identify specific areas within an organization which show the need for further support and examples of organizations which have skilled coaching leaders. The research can be beneficial if there are proved methods of transforming an organizational leadership team into a more effective career coaching skills team.

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