

### MANAGEMENT COACHING – ROLE CLARIFICATION

#### A classic area of application in coaching

Since coaching is often about role clarification and role finding, leadership is a classic area of application. Managers are often given leadership tasks without ritualized transition. In Management Coaching it can become apparent that they have not yet arrived in their new role. The task is then to make up for and accompany this role assumption. In companies, hierarchies are dissolved and roles are blurred. This leads to uncertainty among both managers and employees. They must constantly redefine their boundaries and negotiate them with others. In this way, the advantages of roles are lost. In fact, these serve to simplify group activities by defining behavioural probabilities. A further topic in Management Coaching is flexibility in dealing with different stakeholders. Due to the complexity of their tasks, they are confronted with changing role expectations and must be able to adapt at short notice.

#### Management Coaching beyond trends

The history of leadership is marked by trends. Economic and social changes have fostered different leadership styles. For a long time, a directive style was common. Then more democratic approaches came into fashion. Finally, the clear assignment of tasks from above gave way to a coaching approach that was intended to empower employees. In the meantime, it has become widely accepted that there is no such thing as the one right approach. Instead, leadership depends on the requirements of the leadership situation and the tasks to be mastered. It is also important to take into account the personality and skills of the employees. And ultimately, successful leadership is based on the personality of the manager. Management Coaching helps to develop one's own leadership style and to define the leadership role so that it matches the personality. Only then can managers feel comfortable in their role and convince employees through authenticity.