

Coaching and Generational Differences at the Workplace in Digital Civilisation: Leaders' Traits and Role

Научный руководитель – Irina Leonova

Мнасри Ясмине

PhD

Нижегородский государственный университет им. Н.И. Лобачевского, Нижний
Новгород, Россия

E-mail: mnassriyasmine@gmail.com

Coaching and mentoring gained an increased interest from businesses all over the world [2], which is reasonable when we see the important implications of these practices on companies, namely, professional development, organisational performance [7, 13, 3, 10], employee retention, and performance [5]. According to the Global Coaching Client Study by the International Coach Federation (ICF), 96% of organisations that had an executive coach said they would repeat the process again. Also, according to the survey performed by Merrill C. Anderson, Ph.D., MetrixGlobal, LLC, 77% of the respondents mentioned that coaching had an impact on at least one of the business measures.

The workforce is formed by employees from different generations, and it is increasingly formed by younger generations, namely Generation Z and millennials, as according to Miller and Lu (2019) [6], Generation Z, formed by people born after 1995, was estimated to constitute 32% of the global population. These generations have distinctive characteristics, work values, and expectations [9, 4, 12]. This diversity may cause challenges in management and HR practices and require better understanding of the generational difference to achieve harmony and better management of the workforce.

Furthermore, after Covid-19, employers opted to restructure the work methods and specifically increased investing in technology and digitalisation [11]. This acceleration towards digitalisation is susceptible to leading to even more challenges in the work because, as technology literacy and readiness to accept it differ between generations. Here, we discuss digital immigrants versus digital natives, with the latter meaning people born after 1980 [8, 1]. They were born, and they grew up under the influence of technology [8, 1].

The objective of this research is to explore the role of coaching in managing generational differences in the workplace and discuss the potential of including this in management style. Would leaders roles exceed from strategic and managing sides to include coaching, seeing the fast changes at the workplace, and the need to adapt the team members to it?

Also seeing the post-COVID accelerated digitalisation, the paper also contemplates the role the use of technology in coaching may play and how it affects the engagement of digital natives in the coaching practices.

The paper is conceptual, integrating coaching, leadership traits, and generational differences to address workplace challenges in the digital age.

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