THE EFFECTS OF TEAM LEADER COACHING ON TEAM MEMBERS

ABSTRACT

All organizations have their individual strengths and weaknesses. Keeping up with technology and finding appropriate strategic focuses are important, but a driving force to success lies with the engagement of its employees.

This study was aimed at researching the impact of team leaders using coaching skills with their team members at the DHL Thailand Supply Chain Division. The challenge for DHL Thailand is to develop its team leaders and members to meet the corporate vision and mission through the opportunity of enhanced relations with their leaders and engagement in work. The research examined how team leaders developing their coaching skills and coaching their team members affected dimensions of the team leader/team member relationship as measured through the dimensions of the Perceived Quality of the Coaching Relationship (PQCR), a tool which measures a team member’s perceptions on dimensions of the relationship that team members create and share with their team leader. As well, the Gallup Q12 survey was given to the team members to measure changes in team member engagement before and after the intervention. While the PQCR measures the dimensions of the coaching relationship, the Gallup Q12 provides data about the change in the results of team member engagement.

The research findings indicated that the ODI had an impact on the team leader and team member relations and on employee engagement. This was supported by both quantitative and qualitative evidence. The researcher posits that team leaders coaching team members may enhance the team leader/team member relationship and the level of engagement of team members. Limitations of the study may include the ability of the researcher to draw descriptive or inferential conclusions of the sample data gathered from the
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research group, and the limitation of generalizing the findings of one organizational study to all organizations in the business world, even those with similar missions and goals. Recommendation’s for further study include to continue developing team leaders in their coaching skills and using these skills with their team members on a regular basis, to explore other types of interventions that could affect employee engagement, and to conduct further interviews with the participants about topics related to attitudes of employee engagement.

*Keywords:* coaching, team leader coaching, coaching relationship, employee engagement
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Student’s signature

Advisor’s signature