

A STUDY ON COACHING CULTURE AND WORKPLACE PERFORMANCE WITH
A FOCUS ON GENDER DIVERSITY IN IT INDUSTRY

By

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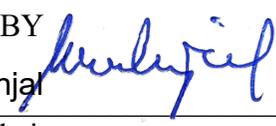
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Dedication

I dedicate this thesis to the two strong pillars of my life, both of who, have shaped me to be the person I am today.

To my father for his unwavering commitment to my education and the development emphasis he laid, provided the needed foundation for everything I have accomplished. From my early days, you not only instilled knowledge and its importance in me, but provided me with invaluable life skills that has shaped me up and made me resilient and self-reliant. Your guidance taught me to embrace learning with hunger and passion, and got me set to face the world as a strong, independent individual. The values you planted in the formative years has been significant and continue to guide my journey.

. To my beloved husband, whose selfless support has been instrumental in my growth. You have given me the freedom and encouragement to pursue knowledge without boundaries, creating space for me to explore diverse perspectives and expand my thinking. Your belief in my potential and your willingness to support my intellectual pursuits have empowered me to become a complete and more independent person. Your partnership has been my greatest blessing.

To both of you and my loving daughters & family, for standing by me in all my endeavors —thank you for making me who I am today

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As I get towards the final phase of this challenging and rewarding journey of my Global Doctor of Business Administration, I find myself reflecting on the extensive support and guidance I have received. This accomplishment is not only a reflection on the learnings and the diverse experiences that I have amassed, but a testament to all the intellectual exchanges from practitioners, professionals and well-wishers

At the outset I express my deepest gratitude to my mentor Dr. Ramesh Kumar for the valuable mentorship and the wisdom shared, right from the early stage of inducting me into the DBA program, all the way through, continually challenging me in every phase of the program delivery. Your insightful feedback, constructive criticism and triggers for persistence have been encouraging.

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Lastly, I would like to acknowledge the contributions of all those who have been part of my academic journey supporting me in every possible way, encouraging, listening in and motivating me in this long-drawn pursuit.

ABSTRACT

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This dissertation investigates the role of coaching culture in enhancing leadership development, improving employee performance, and advancing gender diversity in IT organizations. As organizations face increasing complexity and competition, coaching is emerging as a strategic tool for cultivating leadership capabilities and fostering inclusive workplace cultures. This research aims to explore the integration of coaching culture, particularly in terms of its impact on emerging women leaders and organizational outcomes.

A qualitative approach was used, involving questionnaire instrument with business leaders, technology heads, HR enablers, learning and development (L&D) teams, culture audit team members and women leaders who had participated in coaching and leadership development programs. The findings demonstrate that coaching is pivotal in improving leadership effectiveness, particularly by enhancing self-awareness, emotional intelligence, and decision-making. Coaching programs aligned with organizational goals, especially those

focused on diversity and inclusion (D&I), were found to be more effective in embedding coaching within company culture.

The study highlights that coaching interventions tailored to women leaders effectively address barriers such as unconscious bias, imposter syndrome, and lack of senior mentorship, ultimately boosting their confidence and leadership skills. Participants reported improvements in performance, communication, and career progression following coaching, with many experiencing higher engagement scores and leadership effectiveness. Leadership sponsorship, particularly from senior leaders, was identified as a key enabler in the successful implementation of coaching programs.

However, challenges such as resistance from senior leaders, inconsistent participation, and the need for long-term sustainability were noted. The research emphasizes that coaching culture must be continuously integrated into organizational practices, such as leadership development and performance management, to ensure lasting impact.

This dissertation contributes to the understanding of coaching culture's role in organizational development, offering valuable insights for companies seeking to leverage coaching for leadership growth, performance enhancement, and gender equity. The study underscores the importance of strategic alignment, leadership commitment, and digital tools in scaling coaching initiatives for long-term success.

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CHAPTER I: INTRODUCTION

1.1 Introduction

The Information Technology (IT) industry is one of the most dynamic and transformative sectors in the world economy. As organizations increasingly rely on digital transformation to stay competitive, the IT space continues to redefine business process, customer experience and workforce management. Fast-changing technology - particularly disruptive innovation like artificial intelligence (AI), machine learning and blockchain - is transforming organizational capabilities. These changes not only require technological flexibility but the leadership flexibility and ongoing skills training at every echelon of the workforce.

It is in this context of disruption that organizational culture plays a key role in facilitating resilience, performance and innovation. One of the new paradigms in the development of organizations is the idea of the coaching culture - an environment with a process of continuous learning, feedback for development, specific mentorship and individual development. Coaching culture is particularly relevant in the IT industry where constant adaptation and learning becomes mandatory. Within this type of culture, organizations leverage coaching strategies that apply across levels of junior, middle, and senior layers of the workforce to enable a wide array of development requirements, and build the needed leadership pipeline.

In this backdrop, the support for women IT leadership has become a strategic necessity. While the number of women entering the IT workforce is on an upward trend, there remain large scale barriers, especially at the senior leadership levels. Gender-unconscious bias, loss of access to mentoring and sponsorship, gendered expectations, and

exclusion from informal networks continue to be the systemic hurdles present in the organization. These obstacles not only retard the possibility of career advancement for women but also affect an important goal of inclusive innovation in the IT sector.

An effective coaching culture can be a transformational in approach to counterbalance these challenges. When coaching is integrated intentionally to the fabric of the organization, this facilitates targeted learning—a way to empower women with real confidence, skills and networks they need to navigate their way along the leadership pathways. At the entry stage in the partnership, coaching can work in building early career capabilities and confidence; at the mid-levels, the partnership for coaching can be focused on speed and visibility; and at the later stage of the partnership, coaching can ensure the building of strategic leadership abilities and executive presence. Further, AI-powered coaching platforms are starting to make the process of learning more individually tailored, thus supporting scalable and responsive development programs that help women in all levels of leadership.

This paper examines the concepts of coaching culture as a strategic lever that supports improved workplace performance and an enabler, promoting gender diversity in IT leadership. It aims to investigate the potential of coaching practices that contribute to creating inclusive environments, leadership development for women as well as equating individual growth with organization performance. By concentrating on the areas of gender equity, targeted learning and coaching, this research will produce applied knowledge that will support IT organizations in creating learning cultures that not only fuels disruption but also drive high-performing inclusive teams.

1.2 Background of Study

Information technology (IT) remains one of the key drivers of global economic progress and digital transformation. With the arrival of Industry 5.0 we are seeing organizations go beyond automation and efficiency, to a very human-centric sustainable and resilient ways of technological advancement. This trend combines the potential of artificial intelligence (AI) and machine learning with human creativity, empathy and collaboration - putting a greater emphasis on personalized workspaces, ethical innovation and inclusive models of leadership (Smith, 2021). As IT organizations tackle this new society of industrial change, they are faced with the task of developing cohesive, inclusive and learning-forward cultures that can function within a hyper-dynamic ecosystem (Johnson, 2020).

Within this context, organizational culture has become a key influencer of business success. One of the emerging strategies is the coaching culture-an environment that supports learning, developmental feedback and individual support to increase leadership and workforce capacity. Unlike traditional training or mentorship programs, coaching culture is integrated throughout organizations and focused on meeting the needs of junior, middle and senior-level employees. This supports personal agency, critical thinking and professional development - skills which are particularly important in the age of Industry 5.0, where agility, and innovation are key (Hawkins, 2021).

Coaching culture is also a strategic lever to further gender inclusivity which is especially important in the domains of information technology (IT) where women remain underrepresented in leadership positions (Wang et al., 2022). Despite increasing participation at entry-level roles, women still encounter barriers, such as unconscious bias, lack of mentorship and sponsorship, lack of inclusion in high-impact projects, and high workplace expectations which do not consider work-life integration (Gomez & Bernet,

2019; Hyrynsalmi, 2019). All of these factors fuel a leadership gap that continues to stagnate women's ability to advance their careers, as well as the organizational diversity and innovation (McKinsey, 2022).

A well-established culture of coaching when used in a targeted form can be used to help bridge this gap by providing targeted pathways for learning that respond to the specific development needs of women in IT. At the junior level, coaching can support skill development and confidence-building; at the mid-level, coaching focused around development to support navigating careers; and at senior level to support developing employment position skills, executive presence, and strategic leadership skills. The emergence of AI enabled coaching solutions additionally facilitates customizable, scalable and iterative development opportunities that make leadership development more accessible and data-driven (Knowles, 2022).

Beyond the individual leadership development, coaching culture can also lead to the development of a learning organization that integrates individual development with organizational strategy. In line with Industry 5.0, this means creating targeted learning, in which employees are consistently reskilled and upskilled according to their respective roles, their aims and their potential. For women in IT, this kind of targeted training makes the field more even playing ground, and level the historical hurdles to progress, giving their contribution and competence precedence.

Our purpose in this research is to investigate the actuality of coaching culture to improve workplace performance and women-promoting leadership pipelines in the IT industry. By taking aim at the nexus of coaching, focused learning and leadership development specifically for women, the research provides practical information for organizations that wish to align with the human-centric, inclusive vision of Industry 5.0.

1.3 Research Problem

Despite significant progress in the participation of women in the Information Technology (IT) workforce, the representation of women in senior and executive leadership positions still remains disproportionately low. While the IT industry continues to grow and provides career growth opportunities for its employees, systemic barriers (e.g., unconscious bias, limited access to mentorship, sponsorship, and gendered leadership expectations) continue to be a hindrance to promoting advancement of women into high impact roles (Gomez & Bernet, 2019; Hyrynsalmi, 2019). These challenges are being further exacerbated by organizational norms that do not accommodate for work-life integration - especially in high-pressure and innovation-driven sectors such as IT. The continuation of this leadership gap not only limits the career advancement of women but also the innovation of organizations and its caucus of diverse thoughts needed to realize sustainable growth in the era of Industry 5.0 (McKinsey & Company, 2022).

Simultaneously, many IT organizations are realizing the transformational potential that comes from nurturing a coaching culture, one where the workplace environment focuses on developmental feedback, continuous learning and individual empowerment. A coaching culture lends itself particularly well to the demands of the human-centered aspects of Industry 5.0. where adaptability, collaboration, and inclusive leadership become more important than technological advancements (Hawkins, 2021) However, although coaching is beginning to be used more as a leadership development tool, its role in dealing with gender inequity in IT leadership pipelines is still less explored (Clutterbuck & Megginson, 2005).

The underutilization of coaching culture to empower women in IT to take larger roles & transition into leadership roles is the core issue that this study seeks to focus. Although coaching has been found to improve both individual and organizational

performance, there is a deficit of practical and empirical knowledge of how coaching practices can be tailored among junior, middle, and senior levels to facilitate women's development and to overcome gender-specific problems (Passmore, 2020). Moreover, with the growing integration of AI-enabled coaching tools and targeted learning systems, there exists a need to explore more ways in which digital coaching can enhance development.

This research seeks to add to this important gap by discussing an application of coaching culture as a strategic intervention towards facilitating gender diversity at different ranks of the leadership within the IT Organization. It will focus on the organizational barriers towards the implementation of inclusive coaching practices and how coaching can help in building skills development, visibility, and confidence-building in women - ultimately leading to individual growth and organizational growth as a whole (Valerio, 2022).

By focusing on understanding how coaching can be adapted to the realities of overcoming structural and cultural barriers that women in tech deal with, this research will offer practical knowledge about how IT organizations can create inclusive, high-performing organizations that are aligned with the values of Industry 5.0 - human-centricity, innovation and equity (Knowles, 2022).

1.4 Significance of the Study

This research has important academic, practical and social value, especially in the context of the Information Technology (IT) industry where inclusive organisational cultures and gender diversity are being increasingly seen as key drivers of innovation, performance and organisational resilience.

Academically, this study is a contribution to the existing literature on the intersection between coaching culture and gender diversity in IT, and our study is an

underdeveloped area in the existing body of literature. While coaching has been studied in different organizational contexts, there has been a lack of empirical research that examines the strategic application of coaching practices to facilitate women's leadership development in learning contexts, in ecosystem dominated by men. By specifically attending to the way coaching can be nested at the junior, middle, and senior levels of leadership, this study produces new understandings about how targeted developments may be matched with more aspirational goals for equities and inclusions in the digital age. It also enlarges the body of literature in the fields of organizational learning, leadership pipelines and inclusive performance strategies in the context of Industry 5.0.

Novel contributions to the theory and configurations of a more inclusive and equitable workplace have advanced beyond traditional diversity metrics gearing towards systemic change. The reports from this research can be used by IT organizations, human resource professionals, leadership coaches, and policymakers for action items to create more inclusive work environments. The research in this study offers evidence-based recommendations on how to design and implement coaching programs that not only improve individual and team performance, but also contribute to reducing the gender leadership gap. Specifically it presents the role that coaching can play in addressing unconscious bias, career visibility and targeted learning when women are seeking to forge ahead in the IT sector. By customizing coaching interventions to the specific challenges that women encounter, organizations can better develop diverse leadership talent and create equitable great places in the enablement of growth opportunities at all levels.

At a higher societal level, the research adds to ongoing efforts to resolve gender inequality in leadership by calling for a culture of coaching to embody in diversity, equity and inclusion (DEI) strategies. By revealing the potential of coaching to empower women to navigate the constraints of structural and cultural barriers, this study calls for a change

in paradigm to one which favors systemic change that ensures inclusive leadership development. As the IT industry is playing a very important role in the future of the work, the user-first, inclusive practice, as focused in Industry 5.0, is becoming a social responsibility as well as a strategic necessity at the same time.

1.5 Research Purpose and Questions

This research aims to investigate how a coaching culture can enhance workplace performance and address gender diversity concerns in the IT industry. The paper aims to explore how the introduction of the coaching culture can help in the development of leadership, especially among women, and how it may be used as a strategic leverage in minimizing the gender differences in leadership roles.

Although a lot of literature has been done on coaching as an individual development tool, this study will concentrate on the use of coaching to facilitate gender diversity and gender leadership equity in the IT industry in an ecosystem of a coaching culture organization. The research will examine how coaching practices integrated into an organizational culture can provide an inclusive environment, in which women may receive the necessary support and resources to achieve success in their leadership positions. The research study will offer the potential impact of coaching culture on leadership and gender inclusivity by gaining insight into how coaching can particularly be relevant to the challenges that women encounter in advancing their careers.

Moreover, the study will establish the nature of the challenges which organizations experience in the implementation of the culture of coaching and some of the aspects that help establish favorable environment to develop women for leadership. The study will evaluate the organizational advantages of developing a coaching culture, including benefits

in the form of greater employee engagement, increased performance results, and the development of a more democratic and diverse workforce.

Research Questions

1. What are some of the challenges that the organization face in building a coaching culture in the IT industry with specific focus on women?
2. How can organizations benefit with a coaching culture in building women leadership talent and solving critical business problem in the gender diversity context thro coaching interventions?

1.6 Scope and Delimitations

This study is focused in examining the role of coaching culture in shaping performance and gender diversity in the work place and more specific in the areas of development and advancement of women for leadership role in IT industry. The research dwells into coaching practice effectiveness, integration into organizational culture, avenues for career evolution for women at different layers, junior, middle, and senior levels, and how it could contribute towards the organizational performance. The research is especially focused on the role of targeted learning, which is enabled through coaching as a practical and scalable mechanism for driving inclusive and adaptive organizations that work toward the tenets of Industry 5.0.

The research will have the restrictions of being limited to IT organizations that have formally or informally adopted coaching practices, making it possible to explore the real world use of coaching culture in the active world of organizations. The geographical focus will be on India-based IT organsiations, where gender gap at the leadership level is a continuous challenge. India's unique socio-cultural context - characterized by high pace of technological development, traditional gender role and rising need for skilled IT leaders -

constitutes a relevant and meaningful context for this study. The research aims at addressing the challenges faced by women as they try to balance career development and societal expectations and how coaching could be a supportive tool within this landscape.

The methodology will be of qualitative nature; the information will be collected through in-depth interviews and focus group discussions with a sample of women professionals, team leaders, and managers from the participating IT organizations. These discussions will attempt to unpack their lived experiences with coaching culture and how it has shaped their professional growth, visibility, confidence and leadership potential. The study is not going to include all IT organizations worldwide, nor will this study look at those who are not in purview for a leadership development career path.

Several delimitations are recognized. First, the study will not address all organizational factors that influence gender diversity, including wider organizational structural policies, legislative frameworks and organizational politics, while these are important contexts. Instead, the focus is continuing to be on the developmental impact of coaching as a mechanism for change. Second, in the framework of the research, no comparative analysis between the companies with and without coaching cultures will be included but only those that will demonstrate existing coaching practices will be selected. This is to assure depth of insight into environments where coaching is in active use.

Lastly, the study is limited in scope by being a cross-sectional study, measuring perceptions and outcomes on a single point in time rather than over a larger period of time. As such it will not offer a longitudinal perspective of the impact of coaching culture over time. However, the insights obtained will provide useful implications in the design of future studies and long-term leadership development strategy for women in IT..

1.7 Conclusion

In conclusion, this introduction has outlined the key elements of the study, highlighting the importance of coaching culture in enhancing workplace performance and addressing the persistent issue of gender diversity in the IT industry. The rapid evolution of the IT sector, driven by technological advancements, has made it more crucial than ever for organizations to foster an agile and resilient workforce. Central to this is the development of a strong organizational culture that supports continuous learning and growth, with a coaching culture offering a promising approach to achieving these goals.

Despite the growing presence of women in the IT workforce, gender disparities, particularly in leadership roles, continue to hinder organizational progress and innovation. Coaching culture provides an opportunity to address these challenges by offering support, mentorship, and a developmental framework that can empower women to take on leadership roles and overcome the barriers they face in their career advancement. The research aims to explore how coaching practices can be effectively integrated into organizational structures to promote gender inclusivity and leadership development.

The study will also investigate the specific challenges organizations face in creating a coaching culture that supports women's leadership development, and how such a culture can lead towards better organizational performance. Ultimately, this research seeks to contribute both academically and practically, offering valuable insights into how IT organizations can harness coaching culture to promote gender diversity, enhance leadership capabilities, and drive high-performance outcomes. By addressing the gap in the existing literature, this dissertation will provide actionable recommendations for organizations seeking to build more inclusive and effective leadership pipelines.

CHAPTER II: REVIEW OF LITERATURE

2.1 Introduction

This chapter presents an in-depth literature review based on the available literature and pertinent to the study of coaching culture, workplace performance and gender diversity, while discussing it in the remit of Information Technology (IT) industry. This literature review is done with the goal of identifying the theoretical basis and empirical studies in relation to these central themes, to determine the state of knowledge and identify the gaps in the existing literature that the present study aims to fill.

The opening section of this review examines the notion of organizational culture and its influence on work performance, especially within the frame of the IT industry. Organizational culture is an essential aspect of defining how the employees relate, work and conduct their organizational activities, and it has also been firmly established to be a contributor to organizational success. The study focuses on coaching culture, a subdivision of organizational culture that places a lot of emphasis on continuous learning, feedback, and employee development as one of the effective methods of enhancing high performance and adaptability in the organization.

Further, the literature review addresses the connection between the culture of coaching and workplace performance and how the combination of the coaching practice can increase the performance of individuals and organizations. Specifically, it will pay close attention to the way in which coaching may help in the leadership development, teamwork, and overall business performance in a highly dynamic and competitive sector such as IT.

Besides, the chapter covers the urgent problem of gender diversity in the IT industry, revealing the difficulties women experience on their way to the top positions. Although more women are joining the workforce in the field of IT, gender gaps are still high, especially in leadership positions. This part will discuss challenges that women face, including unconscious bias, lack of mentorship, gender stereotypes, and how a coaching culture can theoretically help overcome these challenges and enable women to become leaders.

By synthesizing existing research on these topics, this literature review will establish a theoretical framework for understanding the relationship between coaching culture, workplace performance, and gender diversity. This review will serve as the foundation for the study, providing insights into how organizations can leverage a coaching culture to create more inclusive and high-performing environments. Such an approach not only fosters talent development within the organization but also enhances gender equity in leadership positions.

2.2 Theoretical Framework

2.2.1 Social Learning Theory

Social Learning Theory, developed by Albert Bandura (1977), posits that learning occurs through observation, imitation, and modeling. The key foundational steps in this theory include attention, retention, reproduction, and motivation. First, individuals must pay attention to a model (e.g., a leader) who exhibits the desired behavior. Next, they retain the observed behavior in their memory. The third step involves reproducing the behavior, where individuals apply what they've observed in real situations. Finally, motivation plays a critical role, as individuals are more likely to imitate behaviors if they see positive

outcomes or rewards. In a coaching culture, employees, particularly women, can observe and learn from senior leaders and coaches, internalizing behaviors and leadership qualities that are vital for career development and overcoming challenges related to gender bias (Bandura, 1977).

The study of leadership behaviors in a coaching culture can play an essential role in advancing women in the IT organizations through offering supportive environments, which contribute to personal and professional development. Leadership program in organizations where coaching culture is practiced often comes out with behaviors such as active listening, giving constructive feedback, guidance and mentorship behaviors (Goleman, 2000). These leadership qualities can work out especially when for women who may otherwise stand to be disadvantaged in male-dominated sectors such as IT. Personal attention and professional growth that coaching cultures support can empower women to become better at their skills, develop confidence, and be ready to become leaders, hence facilitating their career advancement (Grant, 2014).

Mentorship and sponsorship are two of the aspects that play a significant role in a coaching culture. The presence of the "mentorship gap" is one of the obstacles that women in IT face, as they have fewer career guidance opportunities than their male counterparts (Ibarra et al., 2010). Leaders, whose coaching behaviors foster mentorship, not only offer women important career information but also promote their visibility and growing careers. Moreover, sponsorship, in which leaders engage in proactively promoting and sponsoring women in the organization, may be vital in creating avenues for greater positions and career progression (Hernandez, 2012). Leadership practices that support mentorship and sponsorship can be used to reduce the gap in career advancement between men and women by providing them with resources and advocacy to achieve their goals.

Another factor of great importance is the perceived organizational support (POS). Workers, particularly women, are likely to feel that they are supported by their employer when the leadership behaviors are based on a proper commitment to development (Eisenberger et al., 2002). Within a coaching culture, women tend to be empowered to assume tough positions and duties because they are assured that their superiors are acting out of their best interest. This feeling of support may boost motivation, job satisfaction and chances of career growth. Women who are inspired to develop with the help of coaching, will be more willing to participate in leadership development initiatives, volunteer to work on high-profile projects, and seek promotions. Consequently, this has a favorable effect on their career advancement, not only in terms of skill development, but also in terms of a favorable organizational culture that strengthens their potential.

Nevertheless, despite having a coaching culture, there might be some hidden obstacles because of implicit biases that affect leadership practices. Studies indicate that despite inclusion in organizations, women can still experience gendered demands of leadership (Tomlinson, 2022). This could be the case as an example where, women despite being in a coaching culture, would be given different feedback or even given simpler tasks than men. Such biases may derail the career advancement of women without their knowledge, even though the environment is conducive. It is essential to analyze these dynamics, which will help in determining the actual effects of the leadership behaviors on the careers of women. One should also evaluate how officials of a coaching culture overcome these biases and whether they can treat women in all respects of their career growth fairly.

According to social learning theory, individuals would learn through observation of other people and more so, leaders within the organization (Bandura, 1977). Seeing that leaders, especially women leaders, are able to cope with difficult situations and achieve

their career growth, women can be motivated to do the same. Having women in leadership also makes them feel like they belong to the system, and they can also picture themselves in the top positions. Leadership is a crucial area where women should be represented, and they are not as such in industries as IT (Silvestri, 2020). In this respect, a culture of coaching which focuses on inclusive leadership can be used to break the boundaries and enable more women to rise to leadership levels.

A coaching culture guarantees that women overcome gender-specific obstacles to IT leadership with the assistance of feedback and mentoring, as they will be offered the necessary guidance and support. Women also encounter unique problems in leadership positions in most organizations, such as implicit bias, gendered expectations, and a lack of mentorship. The coaching culture, which is constructive and aimed at personal and professional development, provides the women with the tools required to surmount these challenges. Development-oriented specific feedback can also assist women in the IT sector to gain confidence and self-awareness, primarily where they are usually outnumbered, in addition to being evaluated unfairly (Eagly, 2007). Such feedback makes women consider and address their own interior impediments, e.g. imposter syndrome, and allows them to assume leadership challenges with more confidence (Clance and Imes, 1978).

Another significant aspect of a coaching culture is mentoring, which gives women the chance to have an experienced leader who can champion their career growth. With male-dominated careers such as IT, women tend to encounter the menace of a mentorship gap, whereby they are less likely to be guided professionally or sponsored (Kanter, 1977). The coaching culture mentors can provide women with valuable experiences, of how to negotiate organizational politics, leadership issues and networking, which are usually significant career determinants for advancement (Ibarra, 2010). Moreover, the role of the mentors is to assist women in overcoming certain hurdles associated with gender, including

prejudice regarding performance appraisals or unequal allocation of high-profile projects. By such relationships, women have the opportunity to obtain not only career guidance but also support on the emotional and professional context, which is generally inadequate in more traditional and less inclusive leadership cultures (Kelan, 2018).

The coaching culture also gives the women a chance to maneuver and confront gender prejudices that continue to prevail in the IT leadership. Career progression can be hindered by gender-specific issues, including being expected to live up to diverse expectations compared to other male colleagues or being subject to the thinking that women are incapable of leading (Tomlinson, 2022). In coaching cultures, coaches are typically trained to identify and remedy those biases, provide feedback and mentoring that are fair and responsive to the individual requirements of women. This type of support assists women in creating measures to overcome biases and defend themselves in a manner that is aligned with their leadership approach. As an illustration, coaches and mentors could assist the women in assertiveness in meetings, in promoting themselves during the performance reviews, or in strategically positioning themselves to get promotions (Eisenberger et al., 2002).

In addition, mentoring in a coaching culture ecosystem may serve as a way to make women more visible as leaders, enabling them with essential skills, enhancing confidence & expanding on their network while at an organization level address systemic biases that hinder women advancement. Women tend to find it challenging to gain equal recognition with that of their male counterparts, while they may have mentors but often find it difficult to have sponsors who can support them in overcoming this hurdle (Ibarra et al., 2010). Mentors can recommend women to essential projects, leadership roles, and high-profile assignments, hence ensuring that they not only work well but are also appreciated. This exposure can result in a vicious cycle where women have a higher chance of being

approached to work in senior leadership positions, and their career paths will be enhanced due to this (Kanter, 1977).

A qualitative type of research would be beneficial in evaluating the efficacy of coaching culture in enhancing career advancement in women. In-depth information on the experiences of women with leadership behaviors and career development would be obtained through qualitative approaches, i.e., interviews or focus groups of women in IT (Creswell, 2014).

2.2.2 Transformational Leadership Theory

Transformational Leadership Theory, proposed by Bernard Bass (1985), is grounded in the idea that leaders inspire and motivate followers to achieve exceptional outcomes by focusing on four key components: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. The first step, idealized influence, involves leaders acting as role models, gaining the trust and admiration of their followers. Inspirational motivation focuses on inspiring and energizing followers with a compelling vision of the future. Intellectual stimulation encourages creativity and problem-solving by challenging the status quo and fostering innovation. Lastly, individualized consideration emphasizes the personalized development of followers, providing them with support and coaching tailored to their unique needs. In a coaching culture, these components align well with fostering leadership development and helping individuals—especially women—build their confidence and skills required to take on leadership roles and overcome gender-related obstacles (Bass, 1985).

The individualized consideration is one of the main behaviors of the transformational leadership that entails leaders offering personalized support and mentorship to the followers. This is especially useful in the coaching culture because women in IT tend to have different career obstacles, such as mentorship opportunities and

biased judgments (Kassim and Hassan, 2020). It has been demonstrated that women workers in male-dominated professions such as IT receive customized mentorship that meets their particular developmental demands and enables them to resolve such obstacles (Anthony, 2017). Individualized consideration leaders are able to provide customized feedback that supports women to grow, gain confidence, and advance their careers by addressing their strengths and weaknesses (Knowles, 2021). This personalized strategy will make sure that women possess the resources they need to succeed in a competitive world.

Intellectual stimulation is the other crucial transformational leadership behavior that promotes critical thinking, assumption challenge, and innovation in followers. Intellectual stimulation can enable women in IT organizations to engage in idea generation, risks, and creative solutions, as problem-solving and innovation are critical in such organizations (Turnnidge and Côte, 2016). Women are usually challenged on why their ideas are not being taken seriously or underestimated, yet in a culture of coaching, which focuses on intellectual stimulation, they grow up to question the status quo and get involved in the decision-making process. Not only does this improve their problem-solving abilities, but it also enables them to become visible in the organization, which leads to leadership opportunities (Kao, Tsai, and Schinke, 2020). A study by Turnnidge and Côte (2016) notes that intellectual stimulation based on leadership coaching can assist women in IT to achieve cognitive flexibility that will enable them to be effective in the leadership practice.

Another transformational leadership behavior that is critical in developing women's leadership is inspirational motivation. Inspirational leaders develop an attractive vision of what will happen in the future and make their followers strive to reach it. Transformational leaders who become inspirational motivators can offer a clear direction and influence women to take a leadership position in the face of seclusion and unsupportiveness that most women experience in the IT industry. It has been discovered that with inspirational

motivation, women tend to remain focused on their professional goals, remain resilient in the face of failure, and accept more challenging leadership responsibilities (Sibindi and Ndlovu, 2024). Transformational leaders create resilience and motivation by influencing women towards realizing their potential and by doing so create essential motivation and drive, something that women would need in male-dominated sectors such as IT (Knowles, 2021).

The fourth element of transformational leadership - idealized influence portrays the leader as a role model. A problem that is frequently faced by women in IT is the absence of women leaders in the industry, and role models play an essential role in ensuring that they have a promising career. Being strong, ethical leaders, people of high integrity and resilience, transformational leaders are a good example that women seek to follow. Research conducted by Kassim and Hassan (2020) has found that women become motivated to assume the same leadership style due to the presence of such behaviors by transformational leaders. An idealized influence should be promoted by a coaching culture that helps women imagine themselves in leadership roles and realize that they can do it, despite all the challenges that they may be going through. The fact that there are leaders in leadership roles with gender stereotypes is also helpful to break and support the notion that women can be leaders in the IT field (Sibindi and Ndlovu, 2024).

Coaching enables women to be equipped with the tools and encouragement needed to handle the challenges encountered in IT organizations. A study by Anthony (2017) has shown that leadership coaching results in more positive leadership behaviors, including delegating more and micromanaging less, which enable the followers to become more responsible and hone their leadership skills.

A combination of transformational leadership behaviors and coaching culture develops a setting whereby women are empowered, innovative and develop leadership.

This association aids women in IT to overcome the historical challenges, like prejudice, reduced mentoring, and subsistence in managerial positions. Transformational leadership behaviors fostered by having a culture of coaching make women reach their enhanced leadership potential and succeed in IT organizations through support, guidance, and inspiration.

The core behavioural traits of transformational leadership—such as individualised consideration, intellectual stimulation, inspirational motivation, and idealised influence—serve as key tools for promoting gender diversity and inclusion. By integrating these behaviours into a coaching culture, leaders can better address gender bias, foster equality, and empower women to thrive and advance in their careers.

2.3 Organizational Culture

A coaching culture within an organization can significantly impact employee performance and behavior. Gender disparity in IT organizations is a common challenge. Therefore, fostering a coaching culture that promotes transformational leadership can help address this issue and create an inclusive environment.

Coaching by transformational leaders makes sure they provide feedback and mentorship, which help the employees in improving their performance and skills. This is of particular concern to women, who are usually troubled by their efforts to gain access to developmental opportunities. Leadership coaching also enables the employees to realize their strengths and develop their weaknesses, along with self-reflection, which can result in improved performance at work (Milner and McCarthy, 2016). Mentorship and continuous feedback thus enable women gain clarity helping them perform better in their job and also develop leadership potential.

To enhance this support, an increasing number of organizations are now turning to a coaching ecosystem approach, which includes having internal certified coaches, external executive coaches, and structured peer coaching networks to ensure consistent and easily accessible development pathways for all employees, especially women who needs to overcome systemic bias.

For women in IT, a coaching culture can empower them to share their ideas, combat gender stereotypes, and become more visible within the organization. When leaders encourage creativity and involve women in challenging tasks, it can boost their self-esteem and benefit the organization as a whole (Turnnidge et al., 2016). This empowerment is further supported by tools like the Johari Window, which helps employees increase self-awareness and understand one another better—crucial for collaborative work environments. Leaders utilizing this framework in their coaching conversations can address blind spots and help women recognize their full potential, especially in settings where they may be underrepresented or overlooked.

By promoting intellectual stimulation through a mentoring culture, which aligns with a coaching ethos, women can be supported in overcoming barriers that limit their involvement in decision-making processes. This empowerment encourages them to take a more assertive role in driving organizational performance. Such cultural change does not occur by chance; it is facilitated by a natural flow of coaching from middle management to top leadership, ensuring open dialogue and feedback across all levels of the hierarchy.

As middle managers become certified internal coaches, they are equipped to guide and mentor their team members without needing to oversee technical work. This shift allows them to unlock their employees' potential beyond job titles. Consequently, these managers can become vital agents of cultural change, transforming from operational supervisors into developmental leaders.

Transformational leaders, capable of motivating their workers to give a powerful vision for the future, will motivate them to achieve common goals. By communicating the shared vision and inspiring the employees, the leaders have a higher chance of enrolling women in the leadership development schemes hence diversifying the top leadership positions (Gorgulu, 2019). As is the case with the women in IT, a leader that encourages them to advance in their careers independently of the gender boundaries may significantly increase performance and job satisfaction among them. At a higher level of organization, top executives add value when they collaborate with coaching organizations around the world, promote the coaching culture with best practices, and import a cross-cultural way of thinking about coaching into the enterprise. Their role is to make coaching a part of day-to-day work processes, from leadership reviews to strategic planning, to make coaching part of the system rather than a trivial initiative.

The other aspect that is important in enhancing gender diversity in IT organization is idealized influence, which is the capacity of transformational leaders to act as role models. Transformational leaders who lead through inclusive behaviors in the IT sphere will give an example of what women leaders are capable of doing. When leaders portray the dedication of gender to diversity and equity, it may lead to adoption of the leadership ways by their staff, especially the women staff (Kassim & Hassan, 2020). Such leaders eliminate gender stereotypes and create the atmosphere of a more accepting organizational culture.

Further, coaching culture facilitates such transformational leadership behaviors through equipping the employees, including women, with tools and resources to achieve success. Through coaching, leaders are given a platform to give constructive feedback and advice to their women employees to enable them to be skilled and confident to work in any male dominated industry. When the leaders undergo frequent coaching sessions, they

would be aware of and solve any obstacle that the women may face, including discrimination or unavailability of chances, and provide assistance that they would need to conquer it. As a consequence, women become more empowered, as they are now willing to take the leadership role and even make their organization a success (Erikstad et al., 2024). In such an evolved coaching culture, the emphasis is shifting from "coaching individuals" alone to "preparing the system" as well to support inclusive leadership and sustained transformation. By aligning coaching strategies with organizational values, mission and talent development frameworks, the organization becomes a coaching-powered ecosystem, where every interaction becomes an opportunity for growth and empowerment - especially for those who are traditionally underrepresented in leadership roles.

2.3.1 Integrating Coaching Culture Across Organizational Layers

Integrating a coaching culture across differing levels of the organization (junior, middle and senior management) is a strategic way of weave the idea of continuous development and feedback mechanisms into the fabric of an organization. Research emphasizes that the practice of coaching at all levels is critical in building a strong culture of learning and leadership development.

At the level of junior leadership, coaching enables the development of core leadership competencies so as to prepare individuals to handle greater responsibilities and challenges. This early exposure to coaching sets the stage for leadership competences, especially for the underrepresented groups in a company such as women, who may be burdened by specific barriers to career development. As indicated by Milner et al. (2020), coaching during the initial periods of leadership development offers the tools and guidance necessary for junior leaders to effectively navigate challenges in an organization and assert themselves in an organization. Furthermore, coaching at this stage has been shown to

enhance decision-making, emotional intelligence and communication skills, all of which are essential for success as a leader (Knowles, 2021).

For middle layer leaders, coaching is a vital instrument for building new possibilities and in the journey ahead for transformational leadership conduct. Middle managers often serve as the link between less senior personnel and the top echelons, and their role in creating a coaching culture can have a major impact on organization performance. Coaching at this layer is very important for improving collaboration, managing team dynamics and developing strategic thinking. According to Kapoutzis et al. (2023), middle managers who are trained in coaching techniques have the ability of effectively promoting a culture of inclusion, innovation, and empowerment, enabling teams to think critically and challenge assumptions, and provoke new ideas. This not only leads towards better performance of each individual but also makes the whole team collaborate better, which is very important in fast-paced environments such as the IT world.

And finally, at the top leadership level, institutionalizing coaching practices ensures that top-level leaders act as coaches, enforcing the organization's dedication to continuous learning and inclusivity. Senior leaders involved in coaching are in a better position to encourage organizational change, diversity and strategic initiatives that meet the values of the association. Knowles (2021) asserts that when senior leaders are engaged in coaching practice, they set the tone for the whole organization and make sure that coaching does not become a "soft skill" but becomes an integral leadership skill that makes an organization more effective. Moreover, coaching-oriented senior leaders can play a pivotal role in reducing the effects of unconscious biases and gender inequality in leadership ranks.

2.4 Coaching Culture

Coaching culture creates an environment where focus is laid on continuous learning, positive feedback, and professional development. Coaching culture is a life-line to the women in IT considering they are generally exposed to gender-specific issues, including but not limited to the lacking of mentorship and less representation in positions of leadership. Through personalized coaching, women can benefit from feedback that are custom driven to assist them in discovering their strengths, areas where they need improvement and maximize their performance in the organization (Smither et al., 2017). This personalised care is required in improving their confidence, providing women with the resources needed to maneuver in the IT industry and providing them expertise to negotiate within the industry. In the larger world of Industry 5.0 focus on human-centricity coaching is no longer a development tool, but a strategic need for developing inclusive and adaptive leadership pipelines in rapidly shifting tech ecosystems.

According to research by (Ferreira et al., 2015), coaching provides women with a sense of support as well as technical advice to outweigh the interpersonal process that tends to affect their career advancement. In this respect, coaching will be a priceless means of helping women to deal with the obstacles of prejudices and lack of visibility. A growing number of IT organizations are now creating coaching culture ecosystems (formal frameworks to include internal certified coaches and external executive coaching partners as well as formal peer learning groups) to ensure that coaching is flowing through all levels from junior to middle and senior management.

Coaching provides women with an environment to develop leadership skills in a positive and open environment. Grant et al. (2020) mentioned that coaching embedded within leadership development programme are concentrated in helping employees to be empowered with leadership duties and develop confidence in themselves regarding decision making skills. In the case of women in the IT industry, leadership coaching plays

an important role in preparing them to take up leadership roles as it equips them with the necessary leadership skills needed to step into senior roles in the industry, including strategic thinking, conflict resolution, and group management. This not only helps them to perform better personally but also contributes to the success of the whole organization since it brings more diversity in leading the organization. Additionally, there are many coaching ecosystems that are encouraging middle managers to be crowned as internal coaches themselves to make sure there is support available at the most operationally impactful layers. This transforms managers from being supervisors to becoming developmental guides who can help their teams move beyond task execution to prepare for leadership - specifically for women moving into middle and upper management.

2.4.1 The Evolution from Coaching Practice to Transformational Systems

The transition from informal guidance to structured systems for coaching in this context represents a significant step in clinical approach by organizations to leadership development and cultural change. Over the past few years, coaching has matured from something more or less informal and random intervention into something of consequence that reflects the larger goals of change in the organisation. As these organizations struggle to deal with a fast-paced changing business environment (especially in IT) that requires long-term transformation of current, what is emerging is that coaching must be embedded within the systems of organizations in order to effect long-term changes in behaviour. This evolution isn't about implementing coaching as an isolated activity but integrating it secretly into the very substance of the organizational culture, ensuring it is a key instrument in the development of leaders and in organizational growth.

One important component of this shift is making coaching relevant to the objectives of organizational change. In the quest to transform in meeting the needs of Industry 5.0 - a scenario in which technology and human centricity intersect, coaching has been cited as one of the powerful mechanisms that can support this paradigm change. According to Knowles (2021), all things considered, coaching is key in operationalizing and integrating cultural changes within the organization. When done on a continuous basis, coaching assists in communicating and reinforcing strategic change objectives as action steps that can be translated into behaviour development goals, that support the values and behaviours the organization is attempting to instil. This alignment guarantees that coaching does not only support personal growth but also sticks as a strategic lever to achieving organizational goals like innovation, adaptability and inclusivity.

While in the past coaching was usually an option of those senior in hierarchy, recent studies highlight the importance of coaching across levels of the organization - from junior staff to senior executives - to improve performance. Milner et al. (2020) explains the importance of embedding coaching at all levels of management, which allows the development of a coaching culture (i.e., coaching as a candidate practice and part of the organizational culture) that can be sustained through the organization. Formalized and systematic coaching programs, often with the support of internal and external certified coaches, allow coaches to be accessible and systematically applied so leadership development and growth can occur at all levels. These systems provide a systematic route for managers to move from traditional command and control to transformational leadership which is more amenable to collaboration and innovation.

Coaching systems that adhere to transformational leadership model are part of this evolution. As the importance of emotional intelligence, self-awareness, and empathy in leadership is becoming more widely recognized, coaching is being incorporated as an

essential element of leadership development. The idea is to train leaders who are able to not only manage but also lead and motivate their teams to work towards a common vision. According to Torres (2024), the skills for coaching provides leaders with important skills like communicating effectively, being transparent and managing their emotions (for instance, creating trust and building high-performance teams). This approach underlines the importance of coaching as a way of helping leaders drive the change they are making and of shaping the culture of the organization.

Coaching systems that are linked to the organizational strategy enable the development of employee contributions to innovation and problem-solving at all levels. As Bauer and Grosse (2024) propose, coaching programs designed to be integrated with the transformation process can be of assistance to organizations in handling the delicate dynamics of change by creating an atmosphere where incessant learning and improvement are a central focus. This integration not only improves the structural capability of individuals, but also fosters a culture of shared responsibility, where everyone involved at the organization level is empowered to contribute towards achieving the goals of the organization.

2.4.2 Coaching Culture Frameworks and the Rise of the Coaching Ecosystem

Over the past few years, organizations have more and more realized how essential it is to create a coaching culture as a key ingredient in developing leadership, engaging employees, and succeeding as an organization. Importantly, in these endeavours, there is the development of systematic coaching cultures, systems that incorporate internal and external coaching capabilities. These frameworks are important in creating an environment where coaching is established as an ongoing and embedded practice that supports persons and teams at all levels of the organization. The frameworks evolve and give rise to the notion of the coaching ecosystem, which is an integrative system of employee development

that engages the multiple practices of coaching and stakeholders to form a complete and dynamic environment that is conducive to development and change.

One of the key components of the coaching culture model is the infusion of both internal and external coaches, as both contribute to the development of the employees. Internal coaches are usually employees who are trained to coach and are available to mentor their colleagues. Their first-hand knowledge of the company's operation, culture, and internal dynamics enable them to provide coaching that is very relevant to the corporate environment. Often, these coaches are involved in mentoring employees through the complexities of the organization's structure, policies, and decision-making systems. Internal coaches are especially effective in promoting day-to-day learning and helping the employee focus whatever individual development he/she undertakes on organizational objectives.

On the other hand, external coaches provide a new direction to the organization. Often assigned the tasks of leadership development, executive coaching or organizational transformation experts, external coaches can challenge mindsets and introduce new methodologies, offering a non-partisan perspective. External coaches can provide strategic high-level coaching that presents insights above the organisational limits and broad industry. The synergy generated by the combination of the internal and external coach is very powerful, with the inside coach being responsible for operational as well as cultural elements of the organisation, and the external coach offering a broader (and potentially less strategic) picture. By combining the best of both coaching styles, with an internal focus and external focus of coaching, agents can obtain a balanced and dynamic coaching environment that suits the needs of employees at different stages of their career.

The coaching ecosystem takes the concept of a coaching relationship beyond the individual coach-client relationship to a critical mass of resources, practices and systems

for accomplishing development across all levels of an organization. Coaching ecosystem includes different elements ranging from leadership commitment to infrastructure, training, and ongoing support. The purpose of such an ecosystem is to integrate coaching in all aspects of the life of the organization so that it is not an episodic exercise but, on the contrary, becomes a structural dimension of the company's culture. By creating this interconnected system, coaching becomes part of the natural and regular process of the organization, and helps drive the long-term employee development and organizational success.

In a coaching ecosystem, the coaching competencies are built within the organization. This includes training internal coaches, leaders and managers to ensure they have the skills needed to guide and support employees effectively. Another key aspect is leadership commitment, as a coaching culture cannot succeed without leadership engagement and commitment. Their participation in the coaching brings about a situation where it is not experienced as a directive from the top-down but rather as a shared value throughout the whole organization.

In the journey to building a coaching culture, attention is also given to promote and support the development of coaching networks, that facilitates exchange of best practices, resources, knowledge and the creation of a well-established coaching ecosystem. This network ensures that coaching is present and accessible, not just for employees at the top, but for all levels. These networks aid in building a sense of a community, in which they can communicate with other coaches and share experiences that are beneficial to the organization as a whole. In addition, regular feedback and performance evaluation are essential to ensure that the coaching ecosystem is aligned with the organization's goals. Through feedback loops, organizations can evaluate the effectiveness of coaching

interventions and make required modifications. This helps to ensure that coaching is relevant and impactful and contributes to both individual and organizational performance.

2.4.3 Coaching Culture as a Strategic Preparedness Model

In order to future-proof their operations in today's rapidly changing business environment, organizations are increasingly seeking ways to mitigate volatility, uncertainty, complexity, and ambiguity to ensure long-term sustainability and success. One of the key strategies that organizations are adopting to ensure that they are prepared for the future is through the development of a coaching culture. A coaching culture is a strategic preparedness model, which helps organizations to align their people development strategies with the wider organizational goals and fosters a culture of adaptability, resiliency, and continuous learning. The emphasis of this model is on systemic coaching where coaching is not only an individual activity but also becomes a collective and organizational-wide endeavor that leads to being successful and agile over the long term.

The idea of future-proofing organizations through systemic coaching stresses the importance of coaching being incorporated at all levels of the organization from top-level leadership to front lines. In this approach, coaching is not a sporadic or isolated event but rather a kind of consistent and a strategic practice embedded into the culture of the organization. By taking a systemic approach, coaching can help individuals and teams develop critical skills such as adaptability, collaboration, problem-solving, and decision-making which are important to thrive in a dynamic-competitive environment. As organizations find their way through the disruptions created by the upheaval of technological advancements, globalization, and changing market demands, coaching is a valuable tool for helping those employees get ahead of change and embrace the new opportunities. Furthermore, coaching builds a culture of continuous improvement, ensuring

that employees are agile and are able to respond proactively to challenges and uncertainties (Hawkins & Smith, 2020).

Coaching as a strategic preparedness model extends beyond improving one's performance. It also emphasizes on engaging employees, fostering inclusion, and encouraging innovation within the organization. Employees feel valued, supported and motivated to contribute to the organization's mission and goals in such ecosystems. Engagement is critical to improving retention rates, job satisfaction and overall productivity as employees that feel connected to the vision of their organization are more likely to invest in their work and produce quality work. Coaching helps in developing this connection by providing customized approach that aligns individual goals to the organizational objectives and create a sense of objective and direction for the employees (Zeus & Skiffington, 2020).

Inclusion is another aspect of a coaching culture which contributes to an organization's strategic preparedness. Coaching promotes inclusivity and all employees, regardless of their background, have a platform to develop and excel in their positions. It involves encouraging leaders to be inclusive of varying perspectives and creating opportunities for all employees to be participating in decision-making processes and leadership development initiatives. By focusing on developing emotional intelligence, self-awareness, and interpersonal skills, coaching enables employees to operate in diverse work environments, encouraging collaboration and respect among teams. As organizations strive to create more diverse and inclusive workplaces, coaching can play a pivotal role in burning down silos ensuring that everyone's voices are heard and valued (Grant, 2014).

Innovation is a vital force in ensuring long-term success in the contemporary business realm. A coaching culture doesn't merely offer a stump upon which to build an innovation, but also encourages our employees to think creatively, question the status quo,

and take calculated risks. Through coaching, employees are empowered and enabled to develop their problem-solving abilities and actively participate in forward-thinking discussions leading to new and innovative ideas and solutions. By encouraging intellectual stimulation and providing constructive feedback, coaching enables people to access their creative potential, fostering innovation and continuous improvement across the organization. Leaders who actively invest in coaching behaviors motivate their teams to think outside the box leading to a culture of innovation in its teams which is critical for sustaining a competitive edge in the marketplace (Hawkins, 2021).

The role of coaching as a strategic preparedness model is especially critical in the context of Industry 5.0 where the emphasis is on human-centered innovation and sustainable practices. As organizations endeavor to align advanced technologies with the people-first approach, coaching seems to play a key role by ensuring that employees are positioned with the right skills and mindset to adapt to technological change. Through coaching, organizations can enable their employees to become more adaptable, resilient, and innovative to ensure that they are ready to thrive in an increasingly automated and digitally transformed world.

2.5 Workplace Performance

The integration of a coaching culture in IT organizations has a significant impact on the performance of individuals, as well as teams through the creation of a working environment where personal growth is a priority, where the principles of continuous feedback and collaboration are present. In such a culture, employees are empowered with the guidance and support they need to reach their full potential, and teams enjoy elevated communication, enhanced collaboration and the development of trust. Particularly in organizations that have an extensive focus on innovation and technical know-how (such as

IT professionals), a coaching culture is key for enabling individuals and teams to collaborate efficiently, and also especially in situations where different groups have different perspectives and competencies in order to achieve success.

One of the crucial ways that a coaching culture can affect individual performance is through the offering of specific and targeted feedback as well as opportunities for ongoing development. In an IT organization, where the rate of technological advancement is so fast, people tend to update their skills and knowledge continuously. A coaching culture helps to support this, by providing personalized coaching sessions that enable employees to reflect on their own performance and set their own development goals, while also receiving constructive feedback. In their research, Grant et al. (2020) emphasized that coaching promotes the growth of individuals by focusing on things such as an employee's strengths and areas for improvement in a manner that is relevant and suitable for each employee's career goal. For women and underrepresented groups in IT, coaching is a way to make sure that they are given the same opportunities to develop skills and earn promotions as their male counterparts and thereby improve their performance and preparing them for their career progression.

In terms of team performance, a coaching culture promotes collaboration and communication, vital in the IT sector, where cross-functional team work essentially need to collaborate. By promoting open communication, active listening, and collaborative problem-solving, coaching can help teams work through complex projects while increasing their collective performance. As per Kaufman and Kreeger (2020), leadership within coaching cultures that ethically utilize emotional intelligent awareness helps members to better manage the interpersonal dynamics, reducing dyadic aggression, whilst strengthening the relationship. These improvements in team cohesion translate into more efficient collaboration and higher morale with improved overall performance of the team.

Furthermore, coaching is an integral part of nurturing high-performing teams, especially diverse groups of people. In IT organizations, teams are often made up of people who have different backgrounds, with different skill sets, and different perspectives. By supporting inclusivity, coaching helps diverse teams to leverage each other's strengths, identify and address potential biases, and ensure everyone's voice is heard. Hence, leaders acknowledged as coaches, demonstrating transformational leadership behaviors are more likely to build a space where diversity is not just appreciated but honored. Research by Turnnidge et al. (2016) found that coaching helps diverse teams understand the value of diverse perspectives and encourages collaboration across differences, eventually resulting in better decision-making and problem-solving. By guiding diverse teams and helping them to build a shared sense of purpose and a commitment to collective success, coaching helps to create a culture of respect and collaboration that drives high performance.

In high performing teams, leadership doesn't need to be one person to everyone else, but is shared throughout the group. Coaching promotes this type of distributed leadership model by empowering members of a team to take initiative, share knowledge and support each other's development. By focusing on cultivating leadership traits in every member of the team, coaching increases the team's capacity for self-management, to adapt to challenges and make decisions in a short amount of time and effectively. The authors Ferreira et al. (2015) stated that a coaching culture with a focus on leadership development in all levels of an organization boosts autonomy of the team as well as performance, and subsequently increases the likelihood of high-level teams to cope with complex tasks and give high quality result.

The role of coaching in promoting high performing teams is further supported through the consideration of the importance of trust and psychological safety in diverse teams. Access to Coaching culture - A coaching culture builds trust in teams because

leaders are learning behaviors from coaches like active listening, empathy, and transparency. As a result, team members feel more comfortable to share ideas, to give and receive feedback and to challenge one another in ways that are productive. This sense of psychological safety is essential for IT organizations, where innovation and creative problem solving needs a culture that supports the need to experiment and fail. Research by Smither et al. (2017) shows that teams who have high levels of trust and psychological safety tend to do better as members and feel they are supported and encouraged to take risks and express their ideas.

2.5.1 How Managers Transition into being Coaches

In modern organizations, the role of the manager is being re-defined from the traditional supervisory mindset to a coaching role as a key leadership competency. The shift from the role of manager to the role of coach is about changing mindset from managing tasks, or assessing performance, into one of supporting and helping teams. By incorporating coaching behaviors into managerial practices, organizations can improve employee development, engagement and overall performance. This change is crucial for knowledge-based and innovation-driven industries like IT, which rely on developing talent and creating a learning culture as a key factor in maintaining long-term competitive advantage (Cox et al., 2021).

Managers in their coaching mode focus on listening and giving constructive input and empowering team members. By prioritizing the strengths, development areas, and career goals of each individual team member, they enable staff to successfully overcome obstacles and facilitate relatively autonomous decision making. By creating a supportive and encouraging environment, managers can act as coaches and drive better levels of motivation, engagement, and accountability among their employees (Ellinger et al., 2020).

This also enables managers to form stronger interpersonal relationships with their teams, which help to build trust and collaboration, both of which are key to high-performing teams.

Another significant aspect of this transition is the systematic development of certified coaches in the organization. Certification programs provide coaching models, tools, and techniques based on evidence that managers can use to deliver personalized coaching, encourage professional development, and manage challenges in the work environment (Passmore, 2020). Also, certified managers are more likely to serve as mentors, role models and drivers of organizational learning, by creating a ripple effect where coaching values pass down through all levels of the organization.

Coaching as part of managerial or minor job roles contributes to organizational goals by aligning employee development with organizational/business strategies. By getting team members to think out of the box and think ahead of time, managers who turned into coaches will be able to recognize potential leaders, developing important skill sets, and fostering innovation. By focusing on performance management and leadership development systems that have coaching as an embedded feature, organizations foster a culture of continuous learning and improvement which accelerates the resilience of both individual and organizational systems (Grover & Furnham, 2016).

2.5.2 Day-to-Day Coaching Practices in a Dynamic Workplace

When coaching becomes part of everyday interactions, it becomes a natural and built-in element of an organization's culture enabling people at all levels improve their performance and to be aligned with organizational objectives (Kaufman & Kreeger, 2020). This shift allows coaching to be ongoing, not an occasional formal session, but instead used as a tool for growth, ability enhancement, and problem-solving. The feedback and guidance

in real-time could include giving constructive criticism during regular meetings, mentorship in teams, or even simply, informal coaching conversations that help employees work through challenges they face on a day-to-day basis. By bringing a coaching mindset to day-to-day work, leaders can react better to their teams like how they respond to the ever-changing demands around them, and provide an environment that will foster personal and professional development (Cox et al., 2014).

Additionally, culture of feedback, reflection, and continuous improvement is critical to making coaching a sustainable practice within the organization. Feedback should be prompt, specific, and focused on action to ensure that the employees know how to improve and grow. In a changing workplace, where work tasks and issues are continually evolving, regular feedback assists employees to recalibrate work approach, learn from experiences, and keep an organization with evolving needs (Bakker et al., 2021). Reflection is equally important in this process, as it gives employees the chance to review their progress and to understand what they are good at, as well as what they need to work on. By emphasizing a culture of reflection, supported by coaching, employees are constantly learning and growing, not only through formal training sessions but also through day-to-day experiences and challenges.

Coaching practices that emphasize constant improvement can also help organizations to stay agile when facing change. In the current competitive environment, organizations need to be able to react rapidly to changing market conditions, technological changes, and internal problems. By introducing coaching as a part of day-to-day business as usual, organizations can ensure that their employees are flexible, adaptable, and able to drive innovative thinking. When employees are regularly coached to reflect on their work and improve their practices, they are better able to embrace change, solve problems creatively, and contribute to the ongoing success of the organization (Garvey et al., 2018).

Furthermore, a continuous improvement approach for development with a growth mindset in which challenges are viewed as opportunities rather than an insurmountable barrier, helps individuals and teams experience an environment for resilience and innovation.

2.6 Gender Diversity in IT Industry

The progression of women into leadership positions within the IT industry is frequently hampered by a number of established barriers, structural and cultural, that prevail across levels - junior, middle, and senior. These barriers range from unconscious bias, lack of mentorship and sponsorship, gendered leadership expectations, lack of visibility, and work-life integration challenges. In the context of Industry 5.0, which focuses on human-centric, sustainable and resilient innovation, it is even more important for organizations to overcome these barriers if they want to flourish. A coaching culture ecosystem consisting of certified internal and external coaches, peer mentoring, feedback loops and inclusive leadership frameworks can play a transformational role in dismembering these limitations and supporting women's progression in leadership in IT.

One of the most stubborn barriers is unconscious bias, which can easily make women be judged by different standards related to hiring, promotion and the evaluation of leadership. In male-dominated industries such as IT, women often struggle with credibility and are not given high-impact assignments. A coaching culture promotes self-awareness using such tools as the Johari Window, and it allows leaders and employees alike to identify and confront their biases. By bringing in personalized feedback mechanisms and reflective practices, coaching helps bring fair and equitable performance evaluations.

One other structural limitation is the lack of mentorship and sponsorship felt by women that disproportionately affect them. Research (Sibindi & Ndlovu, 2024) confirms that without the mentors to provide guidance in foreseeing career complexities and

sponsors to encourage their advancement, women are not likely to move to senior positions. Coaching cultures have a strategic solution to the problem with structured mentorship programs that are part of organizational systems-not left to chance. These programs focus on targeted development, particularly for women at juniors and mid-level roles to prepare them for senior roles. Additionally, external coaches and global coaching alliances can be utilized to bring cross-cultural mentorship and leadership insights.

One of the biggest challenges that women face - particularly in fast-paced and always-on industries such as IT - is work-life integration. The twin pressures of the dual burdens of career and caregiving duties can mean they are not available for the leaders of tomorrow's careers. Coaching plays a role in helping women develop and create their own personal strategies for balancing these demands without making a compromise on ambition. It also encourages leadership to promote a flexible, empathetic work culture with a focus on results rather than presenteeism. Through coaching-enabled leadership, managers are trained not to merely supervise, but to support - to learn to become certified coaching facilitators who will help teams to align personal and organizational priorities.

The effects of gendered leadership expectations - that assertiveness is rewarded in men but punished in women - still pose a barrier to women's ascendance to leadership. Coaching in the process, helps redefine the view of leadership by fostering inclusion, adaptive and authentic styles of leadership. Coaching cultures generally challenge the rigid leadership archetype that makes managers appreciate and develop diverse leadership traits throughout the team (Kassim & Hassan, 2020).

Visibility and accessibility to networks are essential to career growth whereas women in IT tend to find themselves encouraged and excluded from informal power structures. A coaching culture builds deliberate pathways for women to high visibility assignments and strategic projects and internal/external networking opportunities. Through

day-to-day coaching conversations, team leaders and senior executives can help identify hidden potential and provide women with the exposure they need to place them in a position of future-ready leaders. These opportunities, combined with coaching feedback and sponsorship help women develop the influence they need to succeed in upper management (Bozer and Jones, 2018).

Ultimately, driving gender diversity through coaching isn't a once and forever endeavor, it is a systemic change as part of the complete ecosystem of coaching culture. This ecosystem empowers women at all levels ranging from women beginning their career journey as junior employees to women aspiring toward the C-suite. By integrating coaching as part of talent development, leadership pipelines, and values its IT organizations can foster sustainable frameworks where diversity, equity, and inclusion are part of the cultural DNA. And as women in IT experience the individual development, strategic interpersonal coaching and organizational visibility they need, they evolve into definitive contributors to innovation and inclusivity - paving the way towards a balanced, resilient and future-ready IT sector.

2.7 Intersection of Coaching Culture and Gender Diversity

A coaching culture can be a powerful catalyst for improving gender diversity in leadership roles within the IT industry. It ensures that women have access to the resources, support, and opportunities necessary for career advancement. In male-dominated fields like IT, where women are often underrepresented in leadership positions, a strong coaching culture can help women overcome specific challenges such as unconscious bias, the shortage of mentorship, gendered expectations of leadership, and the lack of women in decision-making roles.

By placing emphasis on personalised development, targeted learning, coaching ecosystems and having inclusionary leadership behaviours, coaching cultures enable organisations to cultivate an ecosystem where women can thrive at the junior, middle and senior leader level. Coaching also helps to shape more human-centric and socially conscious models within the general context of Industry 5.0 where diversity and inclusion and adaptability are at the forefront of leadership development.

One of the most critical aspects of a coaching culture that encourages gender diversity in leadership is personalized coaching and mentoring. In the case of the IT organisations, an issue frequently encountered by women is that they have limited access to senior mentors or sponsors in their organisations, and consequently this can hinder their career-flows. According to Gorgulu (2019), one of the key elements of leadership development is mentorship and coaching, which offer tailored guidance to women, helping them to overcome career challenges and gain the necessary skills to succeed in leadership positions. In a coaching ecosystem, mentorship is systematized and matched with the individual's strengths and development areas, which includes long-term leadership potential, so that women get the right support that makes a difference.

This kind of personal focus not only builds confidence and strategic skills, but also gets women ready for transitions at all levels of leadership - from the junior, middle and senior levels - in the natural rhythm of coaching. The Johari window model that has been widely applied in coaching practices further supports women's self-awareness and their interpersonal understanding, which are key to developing trust and collaboration in leadership situations.

A coaching culture supports managers and leaders to reflect internally on themselves to expose and help them to break down such biases. Through coaching, organizations foster psychological safety and an organization climate where women are

valued and supported. In a study by Turnnidge et al. (2016), coaching is noted as a practice that can help leaders reflect on their implicit biases and create a work environment that is more equitable. By creating a culture of awareness, coaching contributes to ensuring laterally that women in IT are given fair opportunities to shine through their abilities and take up leadership roles.

Coaching cultures also contribute to leadership development for women by providing a structure for learning that is appropriate to the challenges and aspirations of their careers. Self-advocacy or concerns of being an imposter have been identified as one of the key reasons why women in IT find it hard to advance in their positions. Coaching helps to overcome these internal barriers by helping women to see their unique value and develop key leadership competencies - decision making, emotional regulation, team management, and strategic thinking. Grant et al. (2020) explain that coaching helps develop both technical and leadership skills, which are critical to performing well in a leadership position.

Moreover, a coaching culture can help to foster a sense of community and belonging among women in IT organizations, which can be especially important in an industry where women are often underrepresented. Coaching enables open communication, trust, and collaboration and builds a support network of colleagues and mentors. In her supportive coaching ecology, women can find others who are on a similar journey and struggling with the same issues, thus encouraging peer mentoring and learning. This community not only helps women see their potential by fostering their leadership development, it also increases levels of engagement, well-being, and retention.

Hence, certified internal and external coaches play a key role here. Internal coaches have knowledge of the organisation's culture and can provide situational recognition, whereas external coaches have an objective perspective and international input. In addition,

many managers also need to be trained on how to become coaching managers who support, guide, and develop their subordinates independent of performance. Many organisations have invested in setting up certified coaching programmes, making their managers growth enablers, who can mentor budding women managers and nudge their leadership abilities on all fronts.

Senior officers and executives also make a significant contribution by working with the global coaching partner and by making coaching a part of the day-to-day running of the organization. Coaching is incorporated, in the meetings, performance reviews, innovation labs, leadership retreats, thereby helping to integrate an inclusive culture and a long-term leadership pipeline. As organizations develop a coaching culture ecosystem, they not only eliminate gender disparity but also turn their workforce agile and ready for the future.

Finally, by transforming the paradigm of leadership from directive to developmental, coaching culture permits the development of inclusive, reflective and participative leadership so closely aligned to Industry 5.0 values. Through different leadership approaches, enabling fair growth opportunities, and welcoming change at the organizational level, coaching can help shatter gendered expectations, and put women in leading positions in terms of innovation, strategy, and organizational success in IT.

2.8 Leadership Development and Coaching

A coaching culture is therefore significant in supporting the leadership development of women in the IT industry by enabling them to overcome specific challenges in comparison to the leadership in male-dominated industries. These challenges include the implicit bias, unconsciousness, scarcity of mentorship, and gendered

perceptions of leadership. By offering personalized coaching, encouraging inclusive leadership practices, and creating a culture of continuous feedback and personal growth, a coaching culture empowers and supports women in IT as they break barriers and succeed in leadership roles.

In IT companies, the obstacles that women might experience often include: being looked over for learning opportunities, mentorship and the lack of appreciation of one's leadership skills. Personalized coaching enables women to have one-to-one coaching based on their individual goals and challenges to develop their leadership skills. According to Erikstad et al. (2024), people find coaching a concentrated guidance session, which helps them discover their abilities and weaknesses. Personalized coaching for women in IT helps them to develop confidence in their leadership skills, fill in any skill gaps and prepare them for higher-level positions. When women get this sort of specialized support, they'll be better prepared for the leadership role and able to contribute to the advancement of the company.

Another problem that women frequently experience is unconscious bias, which can affect the way their leadership potential is evaluated and characterized. In IT, which has the poorest diversity in terms of women occupying a senior post, this unconscious bias could block women from having the same opportunities as their male counterparts. A culture of coaching can be used to mitigate against this by encouraging self-reflection and awareness of bias in the organisation. Leaders who embrace coaching practices are encouraged to look at the nature of their own biases and also engage in more inclusive leadership behaviours. Looking specifically at gender, Kassim and Hassan (2020) demonstrated that coaching can help leaders to identify biases in their thinking about gender and to make sure that these do not negatively impact the career development of women. By working on unconscious bias, a coaching culture creates a more equitable work environment, where women have fair take for leadership development and advancement.

In addition to eliminating bias, a coaching culture enables women to gain the emotional intelligence (EI) they need for success as leaders. Emotional intelligence (EI), which includes self-awareness, empathizing, and social skills, is instrumental for managing teams and strategic decision-making. In the information technology (IT) field, where teamwork and problem solving are crucial, coaching enables women to develop emotional intelligence, which in turn enhances their leadership effectiveness. EI coaching can also support women to enhance communication and conflict resolution skills, which are essential elements of the interpersonal aspects of leadership. According to Kaufman and Kreeger (2020), EI coaching not only leads to the success of women in their leadership positions, but also helps them to effectively lead diverse teams by promoting trust and open communication. The development of EI within a coaching culture in turn ensures that women are suitably equipped to deal with the challenges of leading teams in the fast-paced and ever-changing world of IT.

Additionally, empowerment and self-advocacy, which are central to coaching cultures, are emphasized for women in IT leadership. Women are often less bold at pushing themselves and at promoting personal career development, thereby encountering additional hurdles navigating male-dominated industries. A coaching culture empowers women to be self-initiating and proactively to seek out opportunities for growth and leadership. Through coaching, women can empathize and build strategies for self-promotion, career setbacks, and leadership, and pursue with confidence. Milner and McCarthy (2016) argue that coaching offers an empowering experience for women by assisting them in achieving a clearer vision of what they want to achieve in their leadership role, to build resilience, and to cope with the demands associated with balancing work and family life. By creating a culture of empowerment, the coaching cultural not only helps improve women's leadership skills, but also encourages them to take charge of their careers.

Also, a coaching culture contributes to maintaining work-life balance, which can be a major stumbling block for women in leadership roles. The IT industry is known for its high-pressure work environment, and this can make it harder for women to find a healthy work-life balance - especially if they are expected to juggle a career and family responsibilities. A coaching culture can help to overcome this struggle by teaching women time management methods, boundary-setting skills, and prioritization techniques. Coaching helps women cultivate a more positive working relationship leading to greater career satisfaction and leadership success in the long run. Smither et al. (2017) studies reveal that coaching aids the subject to come up with constructive plans for balanced personal and professional life, which will eventually be supporting the leadership development and sustainability of the subject in a high-stressful workplace such as the IT.

2.8.1 Leadership Commitment and Global Coaching Integration

In modern organizations, the role of the manager is being re-defined from the traditional supervisory mindset into a coaching role as a key leadership competency. The shift from the role of manager to the role of coach is about changing mindset from managing tasks, or assessing performance, into one of supporting and helping teams. By integrating coaching behaviors into management practices, organizations can foster employee growth, engagement, and performance. This change is crucial for knowledge-based and innovation-driven industries like IT, which rely on developing talent and creating a learning culture as a key factor in maintaining long-term competitive advantage (Cox et al., 2021).

Managers with a coaching mindset are focused on active listening, constructive feedback, and empowering team members. By prioritizing the strengths, development areas, and career goals of each individual team member, they enable staff to successfully overcome obstacles and facilitate relatively autonomous decision making. By creating a

supportive and encouraging environment, managers can act as coaches and drive better levels of motivation, engagement, and accountability among their employees (Ellinger et al., 2020). This also enables managers to form stronger interpersonal relationships with their teams, which help to build trust and collaboration, both of which are key to high-performing teams.

Another significant aspect of this transition is the systematic development of certified coaches in the organization. Organizations are getting to appreciate that coaching programs for managers, including formal training and certification programs are essential in order for coaching to occur in a consistent, credible way, and for coaching to be effective. Certification programs provide coaching models, tools, and techniques based on evidence that managers can use to deliver personalized coaching, encourage professional development, and manage challenges in the work environment (Passmore, 2020). Additionally, certified managers are better equipped to serve as mentors, role models, and facilitators of organizational learning and create a ripple effect whereby the principles of coaching - permeate all layers of organisation.

Coaching as part of managerial/minor job roles also contributes to organizational goals by aligning employee development with organizational/business strategies. By getting team members to think out of the box and think ahead of time, managers turned coaches will be able to recognize potential leaders, developing important skill sets, and fostering innovation. Grover, R. (2016) highlights, building coaching into their performance management and leadership development systems, organizations foster a culture of continuous learning and improvement and strengthen their individual and organizational resilience.

2.9 The Role of the Right Mentor and the Natural Flow of Mentoring

The role of mentorship in a coaching culture is paramount, especially with regards to matching individuals being mentored and creating a natural, organic flow of mentoring. The success of mentoring interventions does not depend just on the skillset of the mentor but also on the similarity of the mentor's values, experiences and expertise to that of the mentee's needs. The relationship between the mentor and the mentee, particularly in a work environment such as IT, has a significant impact on the overall success of the individual and as a leadership development tool.

2.9.1 Role of General Concept and Trust with Mentor

Mentor alignment is key to the success of a coaching culture, especially when you take into consideration the developmental needs of women in IT, who are also often subjected to barriers including unconscious bias, lack of representation in leadership, and gender-specific barriers. As such, mentorship that aligns with the person's goals, values and challenges is critical to empowering women to overcome such hurdles and advance into leadership roles. According to Gannon and Maresh (2023), mentor-mentee alignment is an important aspect in creating trust and developing a fruitful relationship, since mismatched values or expectations can lead to resistance or a restriction in the growth of the mentee. When a mentor understands and is in tune with the personal and professional aspirations of the mentee, they are likely to feel heard, understood and supported, which increases his or her ability to embrace feedback, take risks and build the resiliency to be successful in leadership roles.

Trust is an important aspect when it comes to coaching, as it is the basis of any successful coaching relationship and lies at the heart of the flow of coaching. For a coaching relationship to blossom, there has to be a relationship of mutual trust between the mentor and the mentee. Trust makes it easier to have open and honest discussions in which the coachee can express their concerns, reflect on their problems and share their career

dreams without judgement. Sheffield and townfolk متفاوتون, lair 2016 emphasized on the need to build trust in coaching relationship, especially for women in the male dominated businesses like information technology (IT) where they may experience marginalization and/or lack of support. When trust can be built, constructive feedback and coaching could be provided to the coachee considering motivation and development. The factor of trust is particularly crucial in the context of coaching as well as in the case of mentor guidance as it can impact the coachee's self-awareness and in navigating complex organizational dynamics.

2.9.2 Organic vs Hierarchical Coaching Relationships

The dynamics of coaching can either be structured or organic and have unique benefits each in context with the goals and context of the coaching engagement. Structured coaching that is often guided by formal frameworks and objectives offers clear guidelines and expectations for both mentor and mentee. This form of approach is especially helpful in organizations where certain leadership competencies need to be developed or where there is a set path for career progression. Structured coaching helps ensure that the mentor and the mentee are both working towards agreed upon goals, with frequent feedback and evaluations to help track the progress.

On the other hand, organic coaching, which emerges as part of interaction, relationship, and daily work ethos, is more flexible. In organic coaching the flow of conversation and coaching guidance is a natural occurrence from the mentor and mentee relationship with the mentor being able to adapt to the coachee's changing needs as it happens. This twofold relationship can be particularly effective with women in IT, who can benefit from more individualized and responsive coaching that can deal with situations faced day-to-day in their own roles. According to Kaufman and Kreeger (2020), organic coaching assumes a more fluid and intuitive development process, in which the mentor's

advice and support are delivered in a manner that feels natural and nonintrusive and contribute to the coacher's sense of autonomy and self-direction.

While structured coaching keeps the goals and results more concrete, organic coaching stresses the importance of informal learning and the personal bond between mentor and mentee. Both approaches can complement one another, particularly in places that will constantly need to adapt such as the fast-paced IT sector. For example, one might introduce a structured coaching program to target specific leadership competences while an organic coaching programme would be used to support the growth of emotional intelligence, communication skills and resilience - traits that are often harder to quantify but are crucial for effective leadership (Grant, 2014).

2.10 Coaching and the Johari Window: Expanding Awareness

The Johari Window is a psychological tool that was created by Joseph Luft and Harry Ingham in 1955 and is widely used in coaching to improve self-awareness and interpersonal relations at organizational levels. This model can be applied to understand how people see themselves and how they are seen by others, which in turn is important in leadership and team dynamics. In coaching terms, the Johari Window enables individuals and teams to gain a greater understanding of themselves, communicate better, and be transparent - all of which are key to personal development, resolving conflicts and leading well.

2.10.1 Developing Self-Awareness and Team Transparency

Self-awareness is one crucial element of emotional intelligence and good leadership. In coaching, self-awareness can be developed by helping individuals become aware of their strengths, weaknesses, values and behavior patterns. "This self-reflection is very important in leadership development and especially in a space where women in IT

might encounter barriers like unconscious bias or lack of representation in leadership roles." By pushing people to find out their self-perceptions, coaching can lead to the recognition of blind spots in their own personal and professional growth.

The Johari window is a tool that individuals use to map their personal and public selves, and it breaks down self-awareness into the four following areas: the open area (known to self and others), the hidden area (known to self but not others), the blind area (known to others but not self), and the unknown area (unknown to both self and others). Through the coaching process, there is a greater opportunity to increase the open space by providing feedback, and communicating personal observations, while driving greater levels of transparency with peers and the leadership. This step of increasing the open space enables organizations to develop larger levels of trust, collaboration and problem-solving within working groups, most especially in teams of diverse backgrounds and experience that contribute to greater levels of innovation and decisions (Kaufman and Kreeger, 2020).

Since team collaboration and innovation is a fundamental part of success in IT organization, applying the Johari Window would make it much easier for the group to understand each other. By having expanded open area, team members will be better able to communicate their ideas, receive feedback and creatively solve problems together toward commonality. Furthermore, this transparency not only enhances interpersonal relationships, but also allows teams to work together to solve problems rather than relying on some to make decisions, which lessens the effect of biases and improves inclusivity (Gorgulu, 2019).

2.10.2 Emotional Intelligence and Coaching

Emotional Intelligence (EI) is one of the most important competencies that serve as complimentary skills to coaching practice and increase leadership effectiveness in today's organizations. Defined as being able to recognize, comprehend and understand themselves

and others, EI plays an essential role in forming meaningful relationships, resolving conflicts and building collaboration on teams (Goleman, 2019). Within the context of coaching, the concept of emotional intelligence becomes the underpinning for the development of self-awareness, empathy and self-regulation of emotion, which are qualities necessary to being effective in leadership. Coaches apply EI when they aim to establish psychologically safe environments where individuals feel understood and supported enough to explore their personal and professional challenges let go of in a safe and open manner. This emotional connection builds the strength of the coaching relationship and works to strengthen the coachee's ability to reflect, grow, and change behavior (Boyatzis et al., 2021).

In the IT industry, where stress, competition, and high technological change rates are common, emotional intelligence is of particular significance. Emotional intelligence buffers: With its ability to handle high-pressure situations, build diverse teams, and foster innovation, these leaders have a distinct advantage when it comes to managing and leading diverse groups of people. Coaching interventions targeting EI development help employees to acquire emotional awareness and resilience, and this improves the teamwork, employee engagement, and productivity (Cherniss, 2020). For women in IT, EI based coaching is life changing, as it provides them with the interpersonal and emotional tools to navigate the gender bias and assert their leadership identity while creating inclusive and collaborative work places. Research suggests that leaders with greater emotional intelligence tend to foster greater trust and sense of team and achieve higher organizational functioning and well-being (Kaufman & Kreeger, 2020).

Moreover, emotional intelligence is perfectly in line with the ideals of Industry 5.0, focusing on human-centeredness, empathy and collaboration to accompany technological innovation. By incorporating EI into coaching practices, organizations can develop leaders

who are not just technically trained but emotionally intelligent, individuals who can emphasize human needs in conjunction with technological advancements. This synthesis leads to establishing the basis for designed inclusive, adaptive, and resilient leadership models - which are crucial goals for achieving the sustainable development of IT organizations in the quickly changing digital ecosystem. Therefore, it is not only a leadership skill but a strategic requirement in creating cohesive, innovative, and gender-diverse workplaces to develop emotional intelligence through coaching.

2.11 Gaps in the Literature

1. Lack of Specific Research on the Integration of Coaching Culture and the Industry 5.0:

Although the literature discusses the importance of coaching culture, it lacks detailed exploration of how coaching culture aligns with Industry 5.0, which emphasizes human-centric innovation, inclusivity, and sustainability. There is limited research on how coaching culture can directly support the shift towards these principles in the IT sector.

Gap: More research is needed on how coaching culture can contribute to human-centric leadership and inclusivity, particularly in the context of Industry 5.0.

2. Limited Empirical Evidence on Gendered Coaching Practices in IT:

While the literature touches on the benefits of coaching for women in IT, there is insufficient empirical research that specifically investigates how coaching practices are tailored to address the gender-specific challenges faced by women in the IT industry.

Gap: There is a need for empirical studies on how coaching is designed to specifically tackle the gender barriers women face in IT, including unconscious bias, mentorship gaps, and gendered leadership expectations.

3. Underexplored Intersectionality of Challenges Faced by Women in IT:

The literature primarily focuses on gender as the central challenge faced by women in IT, but it does not fully address the intersectionality of challenges, such as race, socioeconomic status, and cultural background, which further affect women's career progression in the industry.

Gap: Research is needed to explore how coaching culture can support intersectional diversity, particularly for women of color and those from disadvantaged backgrounds, in overcoming additional career barriers.

4. Lack of Longitudinal Studies on the Impact of Coaching Culture Over Time:

The literature emphasizes the immediate benefits of coaching culture, but there is limited research on the long-term impact of coaching on women's leadership progression and gender diversity in IT.

Gap: Longitudinal studies are needed to assess whether the benefits of coaching culture are sustained over time, particularly for women advancing in leadership roles within IT organizations.

2.12 Conclusion

This literature review provides a detailed analysis of the primary themes that revolve around the study of coaching culture, workplace performance, and gender diversity in the IT industry. The review touched on the theoretical basis of the coaching culture with a particular focus on the role of the coaching culture in enhancing an ongoing learning process, feedback, and development of leadership. It also looked at the significant challenges that women encounter in the IT industry, especially in their leadership capacity, and how coaching culture can be an effective instrument in addressing the challenges.

The chapter has identified the power of coaching practices to empower women, promote inclusive leadership and increase performance in organizations using the review of the Social Learning Theory and Transformational Leadership Theory. The relationship that exists between coaching culture and workplace performance was also highlighted, and the significance of feedback, mentorship, and development of leadership skills in facilitating organizational performance has been emphasized.

Nevertheless, further literature also demonstrated some significant gaps in the literature which this research intends to fill, especially in the sphere of the IT industry. There is a lack of research on the specific ways coaching culture can help women develop in leadership roles, a lack of studies that have combined coaching culture with gender diversity initiatives, a need to conduct longitudinal research to determine its effectiveness, cultural and contextual differences in applying coaching culture throughout regions.

CHAPTER III: METHODOLOGY

3.1 Overview of the Research Problem

Although the Information Technology (IT) industry has made great strides in providing opportunities for women entry-level and mid-level, a persistent leadership gap exists and women continue to be underrepresented in senior and executive roles. This imbalance cannot be said to be due to a lack of talent and ambition on the part of women;

rather, it is a result of complex systemic and cultural barriers. These barriers are manifested in unconscious bias in performance evaluations and promotion decisions, limited access to mentorship and sponsorship networks, exclusion from informal leadership circles, and leadership expectations that are often incompatible with work-life balance needs. Collectively, these barriers represent a cumulative disadvantage for women in the workforce, which hampers women's ability to advance into more senior positions in the organization and to develop diverse, inclusive leadership pipelines.

With the IT industry continuing its journey towards the values of Industry 5.0, including human-centric innovation, adaptability, and ethical leadership, the need for inclusive and performance-driven organizational culture is at an all-time high. One of the more promising ways to meet this demand is through the creation of a coaching culture—a work culture that is marked by learning, developmental feedback, mentoring, and empowerment. Coaching culture is being recognised as an effective tool for leadership development and performance improvement within organisations, but little is known about its potential role in addressing gender differences in IT leadership.

This research seeks to fill the void in literature by examining the underutilization of coaching culture as a strategic tool that can be exploited to achieve gender diversity in IT leadership positions. While coaching is known to have beneficial individual development outcomes and organisational outcomes, there is a lack of empirical evidence on how coaching interventions might be tailored to meet the needs of women's leadership development at different career stages - junior to senior leadership. Additionally, the emergence of AI-based and digitally scalable coaching platforms presents new possibilities for individualized and targeted learning, but little is known about how the innovation is being implemented (or not) to advance women's leadership development.

In view of this gap, this research aims to investigate the usefulness of coaching culture as a two-pronged strategic intervention, which can simultaneously improve workplace performance and ensure gender equity in the information technology (IT) industry. Through the perspective of multiple stakeholders (women professionals, HR leaders, senior executives, and business unit managers), this study helps to understand the barriers to inclusionary coaching practices and reveals pathways for coaching to build confidence, visibility, and leadership skills for women. The results will provide context-specific empirical based insights, which are consistent with the values of Industry 5.0, which are innovation, equity and human-centric organisational development.

3.2 Research Purpose and Questions

The purpose of this research is to gain insight into how coaching culture can be strategically operationalized as a two-fold intervention in the Information Technology (IT) sector - to improve organizational performance while at the same time furthering gender equality in leadership positions. Specifically, this study aims to know how coaching, under the condition of being systematically embedded in the organization fabric, can contribute to the holistic development of women leaders at different points of their careers, either in the form of emerging talents or senior executives of an organization.

The IT industry is currently experiencing a paradigm shift towards Industry 5.0, which places a focus on human-centered innovation, adaptability, and inclusive leadership practices. In this regard, coaching culture is an important but under-researched process of bridging the leadership gap, especially regarding gender differences. Although coaching is increasingly known as an instrument of individual development and organizational performance, its application specifically to promote gender diversity and inclusion at the leadership level is not well explored, particularly in highly specialized sectors such as IT.

This research aims to address this gap by exploring the use of coaching interventions, which are nested within a larger organizational culture, to break down the systemic and structural barriers that prevent women from ascending to higher leadership positions. The research will investigate how coaching practices can help to deconstruct unconscious bias, challenge rigid gendered leadership prototypes, and to support women's membership of strategic mentorship and sponsorship networks; factors that are key to developing women's careers within technology-driven environments.

Furthermore, with the emergence of AI-enabled and digitally-scalable coaching platforms, this research also aims to examine the potential of these new technology innovations to deliver customized and targeted support to women's leadership development at scale. The project will also evaluate how these digital tools are being utilized, or not, to support women's leadership development, providing new possibilities for both the individual coaching and the systemic organizational change.

Through this research, knowledge from women professionals, HR leaders, senior executives, and managers will be integrated in order to develop a holistic understanding, situated in context, regarding how coaching culture can be developed and realized in an inclusive and performance-oriented manner. The results will guide the development of coaching interventions that are scalable, organizationally appropriate, and have the potential to help women in the IT sector with their diverse leadership needs, whilst supporting the Industry 5.0 values of equity, humanistic development and innovation.

Research Questions

1. What are some of the challenges that the organization face in building a coaching culture in the IT industry with a specific focus on women?

2. How can organizations benefit from a coaching culture in building women leadership talent and solving critical business problems in the gender diversity context through coaching interventions?

These questions are designed to guide the thematic inquiry into both the barriers and enabling conditions for fostering inclusive coaching cultures, as well as the measurable and perceived benefits of such initiatives. They also serve as the analytical anchors for the thematic coding and interpretation that follow in the later chapters of this study.

3.3 Research Design

This research adopts a qualitative design within the interpretivist paradigm, aimed at providing an in-depth exploration of how coaching culture contributes to workplace performance and promotes gender diversity in leadership within the Information Technology (IT) sector. The interpretivist approach acknowledges that organizational phenomena—such as coaching culture and gender dynamics—are socially constructed and context-dependent. Therefore, they are best understood through the lived experiences of individuals within their organizational environments (Crotty, 1998).

3.3.1 Rationale for Qualitative Approach

A qualitative methodology is particularly suitable for this study as it enables a nuanced exploration of the subjective realities of participants. This approach provides deep insights into how coaching practices influence leadership development and gender equity in the workplace (Merriam & Tisdell, 2016). The qualitative design is exploratory, allowing for emergent themes to surface as the research progresses. This flexibility is critical given the limited empirical research on how coaching cultures tailored for women in leadership roles are implemented and experienced within the IT sector. By focusing on

understanding the lived realities of those directly impacted by these interventions, the study will offer insights that quantitative methods cannot capture (Patton, 2015).

The exploratory design of this research also allows the researcher to capture complex, multi-dimensional insights into how coaching culture is perceived, implemented, and experienced by both organizational stakeholders and women with leadership aspirations. This ensures that the research provides a comprehensive understanding of the intersection between coaching, leadership opportunities, and gender inclusion within IT organizations.

3.3.2 Data Collection Method: Qualitative Instrument

For data collection, Google Forms was utilized, allowing for large-scale responses to be gathered in a structured and efficient manner. While semi-structured interviews are traditionally used in qualitative research, Google Forms offered an optimal alternative by enabling easy distribution and efficient collection of data across a diverse range of participants. This method ensured consistency across responses while allowing for detailed insights from participants regarding their experiences with coaching culture.

The use of Google Forms also allowed for anonymity and confidentiality, which are particularly important when dealing with sensitive topics such as gender discrimination, leadership opportunities, and coaching access. Ensuring anonymity was vital for allowing participants to share their experiences honestly, without fear of professional repercussions (Patton, 2015). The forms were tailored to different stakeholder groups, such as women with leadership potential, business leaders, HR professionals, and coaching enablers, to ensure that the questions were relevant and addressed the unique perspectives and experiences of each group.

3.3.3 Analytical Approach: Thematic Analysis

The data collected via Google Forms was analyzed using thematic analysis (Braun & Clarke, 2006). Thematic analysis is an inductive method that enables the identification of patterns or themes within qualitative data. The analysis followed a six-phase process:

The first phase involved familiarization with the data, where the researcher reviewed the responses to identify key themes and impressions. The second phase focused on generating initial codes, which involved manually coding the responses and highlighting key statements related to coaching culture, leadership development, and gender inclusivity. During the third phase, the codes were grouped into broader themes that represented overarching patterns in the data. The fourth phase involved reviewing the themes to ensure they accurately reflected the underlying data and were relevant to the research questions. In the fifth phase, each theme was carefully defined and named to encapsulate its essence, and the interrelationships between themes were explored. Finally, the sixth phase involved reporting the themes, where the researcher constructed a narrative that answered the research questions, drawing on representative quotes from the responses.

This analytical approach provided a structured yet flexible method to analyze a large volume of data, enabling the identification of key trends and insights that can inform the design of more effective coaching interventions.

3.3.4 Multi-Perspective Sampling

The research design emphasizes multi-perspective sampling, ensuring that data is gathered from five key stakeholder groups to provide a comprehensive and integrated understanding of coaching culture in the IT sector. These groups include women with leadership potential, business and technology leaders, HR and coaching enablers, and research and audit professionals. By capturing insights from these diverse groups, the study aims to offer a holistic view of how coaching culture is perceived, implemented, and experienced at different levels of the organization. This approach ensures that both the

recipients and facilitators of coaching interventions are represented, offering insights into barriers, enablers, and outcomes associated with coaching practices.

3.3.5 Justification for Google Forms

Google Forms was selected as the primary data collection tool for the following reasons:

Accessibility: Google Forms provided an accessible platform for a wide range of participants, across diverse geographical locations and organizational levels.

Anonymity and Confidentiality: The platform ensured that participants could anonymously share experiences about sensitive issues such as gender disparities, leadership challenges, and coaching access, promoting honest and open responses.

Ease of Data Management: Responses from Google Forms were automatically compiled into a centralized database, simplifying the process of organizing, cleaning, and analyzing data.

3.3.6 Analytical Rigor

To ensure analytical rigor, the study employed systematic coding, triangulated data across stakeholder groups, and used well-established thematic analysis procedures. Reflexivity during the analysis process, peer debriefing, and the inclusion of multiple validation strategies—including member checking and negative case analysis—enhanced the credibility and trustworthiness of the findings (Lincoln & Guba, 1985).

3.3.7 Contribution to Industry 5.0

This research aligns with the goals of Industry 5.0, which emphasizes human-centric innovation, diversity, and collaborative intelligence. By focusing on how coaching

culture can be leveraged to promote gender diversity in leadership, the study contributes to the development of inclusive organizational practices and innovative leadership models that are essential in the evolving IT sector.

3.4 Population and Sample

The population of this study is the professionals working in the Information Technology (IT) sector of India, especially from organizations which have introduced coaching culture practices, formally or informally, as a part of their leadership development or talent management plan. The Indian IT industry offers a particularly relevant context because of the fast pace of technological development, its global competitiveness and the difficulties in attaining gender balanced leadership. The proportion of women in the IT workforce has increased over the years, but the proportion of women in senior roles is still relatively small. This study is restricted to organizations where coaching culture is considered a possible lever to this leadership gap.

The sample was deliberately chosen to provide rich, relevant, and diverse understandings of the experiences of leading and managing coaching practices, their use, and how they are explicitly perceived in relation to leadership development and workplace performance for women. Participants came from five key stakeholder groups, each with a unique perspective on coaching culture:

Business Unit / Delivery / Technology Leaders (n=20)

These participants were mid- to senior-level leaders in their organizations that were operationally and talent-based. They provided information on how coaching culture is incorporated into everyday work practices, leadership expectations and team performance.

Women with Leadership Potential (n = 6)

They included women professionals who are currently receiving or have received coaching interventions. Their views were at the heart of understanding the personal and professional impact of coaching on confidence, visibility, skills building and career progression.

Senior Leadership (n=4)

Comprising directors, vice presidents or C-level executives, these participants shared their strategic perspectives about leadership development, diversity goals and the organizational value of a coaching culture.

Research and Audit Professionals (n=2)

These respondents were employed in reviewing or reporting on coaching and diversity programs in the organization. Their opinions offered an analytical insight into performance metrics and shifts in culture.

HR/L&D/Coaching Enablers (n=4)

These professionals were tasked with establishing, rolling out and supporting coaching programs in the organization. They offered operational and design-level information on coaching frameworks, issues, and impact.

A total of 36 were interviewed from a sample of 43 people who were initially approached to participate in the study, providing a robust and diverse sample with both the implementation and experiential facets of coaching culture. This is in excess of the sample size proposed in the research proposal (25-30), which enabled further exploration and thematic saturation.

The sampling approach used was purposive because the research needed to gain information from people who are directly involved in the coaching culture of their organizations or who have direct exposure to it. The non-probability approach used ensured that the voices captured were information-rich and directly relevant to the research questions, especially those related to leadership development, gender diversity and organizational performance in the context of coaching.

3.5 Participant Selection

This research applied a purposive sampling approach to identify and select study participants who had direct experience with or involvement in coaching culture within the Indian IT industry. The goal of participant selection was to ensure that individuals with relevant and diverse experiences were included, specifically regarding women's leadership development and organizational performance in relation to coaching culture. Given the in-depth nature of the study, which focuses on lived experiences, purposive sampling was deemed most appropriate. This method allowed the research to gather rich, context-specific narratives from individuals who are most knowledgeable about the subject matter (Patton, 2015).

Participants were selected from five key stakeholder groups to provide a comprehensive, multi-dimensional understanding of the research problem:

Business Unit/Delivery/Technology Leaders (n=20): These participants were mid-to senior-level operational leaders who coordinate strategy and see how coaching is implemented in practice. Their insights focus on operationalizing coaching culture and its influence on team performance and organizational outcomes.

Women with Leadership Potential (n=6): This group included women professionals currently receiving coaching or who have participated in coaching interventions in the past.

They provided first-hand accounts of how coaching influences confidence, visibility, skills development, and career progression.

Senior Leadership (n=4): This group comprised directors, vice presidents, and C-level executives who are responsible for shaping organizational culture and diversity strategy. They offered strategic insights on how coaching fits into broader organizational goals and diversity initiatives.

HR/L&D/Coaching Enablers (n=4): These professionals are responsible for designing and implementing coaching programs within organizations. They offered operational insights on the design, challenges, and effectiveness of coaching culture.

Research and Audit Professionals (n=2): These individuals specialize in evaluating and assessing coaching programs and talent development initiatives. Their role provided an analytical perspective on the outcomes and impact of coaching interventions.

Participant Recruitment and Data Collection

The recruitment process was facilitated using Google Forms, which allowed for an efficient and scalable collection of data. Participants were invited to complete the forms, which were tailored for each stakeholder group to capture the nuances of their experiences and perspectives.

The forms ensured anonymity and confidentiality, providing participants with the comfort to share candid feedback on sensitive topics like gender equity and leadership development. Clear informed consent was obtained, and the forms included detailed information about the purpose of the study, participant rights, and the voluntary nature of their participation. The use of Google Forms also enabled participants to complete the forms at their convenience, increasing response rates and ensuring data accuracy.

In some cases, snowball sampling was used, where existing participants referred others, particularly women with leadership aspirations and senior leaders involved in

coaching initiatives. This method helped to extend the research's reach and diversify the sample.

3.5.1 Sample Size and Thematic Saturation

A total of 36 participants were selected, which exceeded the initial target of 25-30 participants set in the research proposal. The larger sample size allowed the study to achieve thematic saturation—the point at which no new themes emerge from additional interviews (Guest et al., 2006). This saturation ensures that the themes identified in the data reflect a well-rounded perspective, capturing a range of views on coaching culture and its impact on gender inclusivity in leadership.

The diverse representation in the sample—spanning multiple organizational roles and gender perspectives—provided a strong foundation for exploring the intersection of coaching, leadership development, and gender equity from various angles. By using purposive sampling, the research was able to comprehensively address the research questions and provide valuable insights relevant to both organizational practice and academic inquiry.

3.6 Instrumentation

A semi-structured questionnaire was the main data collection tool used in this study as it was distributed through Google Forms. This online instrument was constructed to get the respondents to provide reflective and profound responses when considering their involvement in coaching culture, leadership development, and gender diversity in the IT sector. The formats were designed to be sufficient for consistency across responses and yet flexible enough to allow respondents to speak with rich, individual voice. Questions were open-ended and were related to the key topics of the research, including the role of coaching for career advancement, the particular barriers women encounter in accessing

leadership positions, and the perception and practice of coaching at different organizational levels.

The instrument was designed for various stakeholder groups like women with leadership potential, business and technology leaders, senior executives, HR enablers and audit professionals. This customization ensured that each group was able to give feedback relevant to their role and experience of coaching culture in their organization. The questions were based on available literature, practical experience in developing coaching interventions in corporate environments and on initial consultations with subject matter experts.

The Google Forms method also guaranteed anonymity and confidentiality so that participants were able to share their experiences without fear of professional repercussions. Responses were compiled in a centralized database, making the data management and analysis process easier and efficient. According to the qualitative and exploratory nature of the research, no other instruments and tools were used. The use of the form enabled comparability of responding so that data from different respondents could be analyzed systematically and yet provide flexibility to be rich sources of narrative. Thematic analysis was used to analyze the data in order to find patterns and themes related to the research questions.

3.7 Data Collection Procedures

Data for this qualitative study was collected using Google Forms, which was chosen as a tool because it is known to be effective in reaching a large and diverse pool of participants, while ensuring structured and standardized responses. Given the nature of the current study on how coaching culture affects leadership development and gender diversity, Google Forms provided an efficient way to gather data from multiple stakeholder

groups, dispersed across different geographical locations, which is particularly crucial for the Indian IT industry, known as global IT industry and diverse organizational settings. The structured format of the forms allowed for consistency in the questions posed to all participants but the open-ended nature of the questions also encouraged participants to reflect deeply on their personal experiences which added a great depth to the data.

Purposive sampling was used to specifically select people who had direct experience with coaching practices. This approach ensured that the participants could give valuable insights on the implementation of coaching culture and its role in supporting women's leadership development. The snowball sampling technique also ensured a varied range of participants as existing respondents could refer other people with relevant knowledge or experiences. This dynamic approach to recruitment ensured that the sample comprised individuals with a variety of professional backgrounds, roles and career stages that would add to the breadth and depth of the findings.

The use of Google Forms also provided a number of unique advantages for this study. It allowed the researcher to access a wider range of participants, potentially including people in remote or less-accessible locations, without the logistical challenges of conducting in-person interviews. Additionally, Google Forms contributed to the anonymity and confidentiality of the participants, which was especially important considering the sensitive nature of some of the topics discussed, such as gender discrimination, careers barriers, and leadership challenges. Participants were more likely to be open and candid in their responses knowing that they were protected from identification. This level of trust was important to get real and honest feedback, especially when talking about gender specific challenges and disparities in leadership opportunities.

The different forms tailored to different stakeholder groups made sure that the data captured was relevant to the context and specific experiences of the stakeholder group. The

questions were designed to probe not only the impact of coaching on leadership, but also the way in which coaching practices were received and practiced across different levels of the organization, and barriers or enablers for women in leadership roles. For example, women who have leadership potential were asked to reflect on their experiences with coaching interventions and what skills they gained from the intervention and challenges they faced in advancing their careers. Business leaders and senior executives were asked about the strategic value they perceived in coaching programs, and how these related to their organizational goals, especially related to diversity and inclusion.

After the forms were completed, the data were carefully reviewed to ensure that they were complete and accurate. Thematic analysis then took place to find repeating trends and insights in the data. This method allowed the researcher to organize and interpret responses in a way that would directly address the research questions. By focusing on the intersection of coaching culture, leadership development, and gender equity, the analysis offered a complete picture of how coaching can be a tool for promoting more inclusive leadership pipelines in the IT industry.

A total of 36 participants with a variety of roles and levels contributed to the study, which created a rich and varied data set. The breadth of perspectives - from women professionals to senior leaders, HR enablers and coaching experts - offered great insights into the ways coaching culture is experienced, practiced and perceived in the IT sector. This multi-perspective approach was important to both identify not only the barriers to effective coaching, but also the pathways that can assist in women's development in leadership roles. By identifying the voice of both recipients and facilitators of coaching interventions, the study provides a holistic picture of the challenges and opportunities of coaching culture in the context of gender diversity.

3.8 Data Analysis

The qualitative data obtained using Google Forms was analyzed using qualitative analysis, the thematic analysis (Braun & Clarke, 2006), a sound qualitative approach that is known to be flexible in identifying, analyzing, and interpreting meaningful patterns or themes within a rich dataset. Thematic analysis was chosen as the main analytical tool for this study because of its flexibility to exploratory research such as this one, in which the focus is to understand the lived-experience and perceptions of the participants on coaching culture in the context of gender diversity and leadership development. Given the depth and complexity of the research questions, thematic analysis was an ideal approach to capture the nuances of participant narratives, allowing the researcher to make sense of the diverse and multi-layered data that were collected from different organizational levels.

The analysis was carried out using the steps of the six-phase methodology as proposed by Braun and Clarke. In the first phase, the researcher immersed him/herself in the data by reviewing the responses from Google Forms several times, reading and re-reading the transcripts and responses to look for first impressions, patterns emerging from the data, and recurring ideas. This step was very critical in ensuring that the researcher had an in-depth understanding of the content before going into deeper stages of analysis. In the second phase, manual coding was carried out, with the initial codes having been identified and recorded directly from the answers in the Google Forms. The codes were semantic, designed to capture the precise meaning articulated through the expressions of the participants, often associated with specific phrases or understanding shared in the answers of the participants. These were recorded in the margins of the transcriptions so that they would be easy to refer to as themes started emerging.

Phase three was the search for themes where similar codes were grouped into larger, overarching categories that represented significant patterns in the data. This thematic

search enabled the researcher to begin to identify key concepts that are relevant to the research questions including the impact of coaching culture on leadership development, gender inclusivity and organizational performance. In phase four, these preliminary themes were reviewed and refined to ensure internal consistency within each theme and clarity in differentiating one theme from another. This stage was critical in ensuring that the themes really represented participants experiences, and not something preconceived or theoretical.

The fifth phase consisted in defining and naming the themes, according to which each theme was clearly defined to capture the essence of the represented data. At this stage, the themes were matched with the research questions so that the end analysis of the research was kept focused on the core objectives of the research. The last part of the analysis was reporting the themes, where representative quotations from the Google Forms responses were chosen to illustrate the themes. The quotes not only supplied evidence for the themes, but it also made possible the development of a story that linked the experiences of the participants in the study with broader organizational dynamics and the goals of coaching culture in IT organizations. This story helped address the research questions and contributed towards the theoretical understanding of coaching interventions and gender equity in leadership development.

The researcher has used manual coding in the whole analysis process working directly from the data supplied in the Google Forms without the use of computer-assisted qualitative data analysis software (CAQDAS). This approach meant that there were more reflexivity and involvement with the data as the researcher was deeply involved in the coding process. Additionally, manual coding fostered a closer relationship with the responses of the participants, which allowed for a more nuanced understanding of the data.

As an inductive approach was used, the themes directly emerged from the data, as opposed to being imposed from existing theoretical frameworks. However, the final

interpretation was informed by the existing literature of coaching culture, gendered leadership pathways and organization learning, which ensured that the analysis was anchored in both the experience of the participants and established theoretical debates. This combination of inductive data-driven analysis with deductive theoretical support helped to ensure that the findings were not only empirically-based but added to the existing body of knowledge of academic literature in a meaningful way in terms of ongoing academic discussions in the fields of leadership development, coaching and gender equity in the IT sector.

3.9 Research Design Limitations

While this study is useful in gaining valuable qualitative insight into the role that coaching culture plays in enhancing workplace performance and gender diversity in IT leadership, several limitations in the research design should be noted.

First, the study is a qualitative cross-sectional design which is focused on participants' experiences and perceptions of a phenomenon at one time point. While this provides a rich opportunity to deepen understanding of lived realities of participants, it does not tell us about the longitudinal effects of coaching culture on leadership development or the shifts in gender representation in the organizations over time. The study is limited in that it is unable to address issues of how coaching interventions are sustained or changed, or how they impact on the long-term development of individual leadership and the culture of organizations. To sharpen the understanding of the role of coaching cultures, new studies may apply a longitudinal design to investigate the lasting effects of coaching cultures and how they are sustained, scaled or modified over time; moreover, how they affect the gender diversity of leadership positions at different levels.

Second, although the manual data coding and analysis strategy adds depth to reflexivity, these practices are difficult to scale and replicate. Manual thematic analysis is, by definition, interpretive, and is strongly dependent on the subjective judgment of the researcher when developing codes and defining themes. While this problem was mitigated by reflexivity and peer review, it is difficult to be completely objective in qualitative analysis. The researcher may be affected by his or her own bias or interpretations of participants' responses even if the researcher is trying to be objective. This is a limitation of qualitative research in which understanding is based on the researcher and the participant. Finally, the use of computer-assisted qualitative data analysis software (CAQDAS) in future studies could help ensure consistency and reproducibility in coding processes, and thus make analysis more systematic and transparent.

Third, the purposive sampling method adopted in this study restricted the research to IT organizations in India who have already implemented coaching culture, either formally or informally. This limited the sample of the study to a particular type of organization; therefore, the results may not be transferable to all IT companies, especially those who have not yet introduced coaching cultures or have not made coaching part of their leadership development approach. Furthermore, the socio-cultural and organizational context characteristics in the Indian IT sector may be highly context-dependent and may be dissimilar to the relevant literature. As a consequence, these findings may not be relevant to other national or industrial settings with different cultural and organizational practices. Future research could expand on this study by using a more representative sample from different geographical regions or industries, which would provide a bigger picture of the role of coaching culture in gender diversity in leadership.

3.10 Conclusion

The work chapter has presented the research methodology used to study the role of coaching culture to improve the workplace performance and gender diversity in leadership in Information Technology (IT) sector. The research is qualitative in nature and follows the interpretivist paradigm research which enables a more detailed understanding of the lived experience of the participants. This approach can be used to develop a rich understanding of how coaching culture can affect leadership development and the challenges women face with accessing positions of leadership.

A purposive sampling method was undertaken to select participants from key stakeholder groups to ensure that there was a wide range of perspectives. Data was collected using Google Forms, which made data collection efficient and assured anonymity and confidentiality for research participants. Thematic analysis (Braun & Clarke, 2006), following the six-phase coding process, was used to analyse the data, and enabled the identification of patterns and themes that directly addressed the researcher's research questions.

Despite limitations in the research design, such as cross-sectional nature and reliance on manual coding, the study offers important contributions to the understanding of the potential of coaching culture as an intervention strategy for gender equity in IT leadership. The research results will inform theoretical and practical knowledge, and will provide actionable recommendations to organizations seeking to use coaching culture to create inclusive leadership pipelines.

CHAPTER IV:

RESULTS

4.1 Introduction

This chapter presents the results of the qualitative data analysis that was done to explore the effects of coaching culture on the performance at the workplace and gender diversity in leadership roles in the Indian Information Technology (IT) industry. The findings are based on in-depth, semi-structured instruments with 36 participants from a cross-section of organizational stakeholders including women professionals, senior leadership, business and technology managers, HR enablers and research/audit professionals. These interviews resulted in rich, experiential knowledge about the realities and challenges, as well as the enablers of having coaching culture embedded in IT organizations.

The data were analyzed manually using the Braun and Clarke's six-phase thematic analysis method. This rigorous and iterative process allowed to identify, organize and interpret patterns of meaning (themes) which emerged across the diverse narratives. The themes were built both inductively, from the data, and informatively from the existing literature on coaching, gender equity, and leadership development. Special attention was paid to ways coaching interventions impact on the leadership journey of women at junior, middle and senior levels and how they contribute to organizational performance, culture and inclusivity.

This chapter is organized in terms of the main themes and sub-themes that surfaced from the analysis. Each theme is illustrated with representative quotations from participants, giving the findings a voice from the participants. The thematic presentation is a direct response to the two central research questions and provides insight into the issues encountered in establishing coaching culture and the merit of coaching interventions in the development of women leadership talent.

4.2 Demographic Section

This study employed a purposive sampling strategy to engage a strategically segmented group of professionals from a prominent IT organization in India. The participant selection was closely aligned with the study’s aim to explore the role of coaching culture in shaping workplace performance, leadership development, and gender diversity—particularly among women in managerial and leadership roles.

A total of 36 respondents participated in the study, drawn from five pre-identified organizational categories. These categories were selected to provide a comprehensive understanding of the coaching culture from multiple vantage points.

Table 1 Demographic Information

Category of Respondents in IT Industry	Planned	Respondent actuals
Business Heads/ HR/ Tech Leaders/ Delivery Heads	25	20
Women potential Leaders with leadership development program & coaching completed	7	6
Senior Leadership	5	4
HR Enablers in Coaching culture organization	4	4
Research & culture audit team members	2	2
	43	36

4.3 Data Analysis

Data analysis was conducted by implementing thematic analysis method for the qualitative questionnaire and its open-ended questions with recorded responses. Braun and Clarke’s thematic analysis method was implemented which identifies, analyze and interpret patterns of meaning through themes for given qualitative data. It is a six-step process approach which includes: familiarization with the data, generating initial codes,

searching for themes, reviewing themes, defining and naming themes, and writing the report. One of the benefits for this research evaluation is that it offers deeper meaning of the collected data to understand perspective of participants and their understanding on the question. Manual coding offers a detailed approach for data organization and analysis for the subject.

4.3.1 Phase1: Familiarization with the Data

Familiarization with the data shows that it is the foundational step of thematic analysis. In this step, the research was immersed deeply to gather the understanding of dataset. The data's patterns are developed based on given information. This phase is critical because it develops a relationship with data and converts into meaningful insights. This data was repeatedly read to search for meaning and patterns. Repeated readings were useful where entire dataset was once checked to gather similar patterns. This was done before coding where possible patterns could be identified from readings. There were 5-10 participants for every segment for open ended questionnaire and one response is used online. It was transcript and initial responses are recorded. The data reading was accomplished by studying responses, discarding similar and repetitive ones for cleaning it. Data cleaning was implemented where duplicate information was removed to make data more clearly understood. During this phase, the notes were taken and ideas were marked for coding that helps in further phases. Once it was done, the formal coding process began where initial and secondary codes were generated. The data was documented based on response from participants and their recorded responses for each question was gathered with each quote clearly mentioning the opinions formulated. From all participants, the information was collected in form of response on how they perceive open ended question or not.

4.2.2 Phase2: Generating Initial Codes

In the step 2, initial codes were generated based on the familiarization with the data and the initial generated list of ideas. This phase includes the development of the initial codes from the data. The codes enable identifying the interesting data feature. Initial coding is the most basic segment and element from the raw data which then needs to be assessed in the meaningful manner. This process of coding helps in analysis for organizing data into groups that have some common understanding.

Based on the responses from the open-ended instrument questions, initial codes were created that reflect the primary ideas, challenges, and outcomes mentioned by participants. The codes represent key concepts and themes that emerged in the responses related to coaching, leadership, and gender diversity. Here are the initial codes generated for each question:

Segment 1 - Business Heads/ Tech Leaders/ Delivery Heads/ Learning and development (L&D) (General Group)

Que 1: How does coaching specifically contribute to creating more inclusive and diverse technology organizations?

Table 2 Description of Segment 1 Question 1

Sub-Themes	Sub-Codes	Quotes
Self-Awareness as a Gateway to Inclusion	- Recognizing unconscious biases	- "Coaching helps people reflect on their own perspectives, recognize unconscious biases, and develop the skills needed to value differences."
	- Increasing emotional intelligence	
	- Personal reflection on behaviors	- "Since coaching more focuses on mindset and behavior of leaders, it will help in mitigating unconscious bias, foster empathy and build psychological safety."
	- Cultivating awareness of leadership roles	- "Building self-awareness: This really helps in recognizing the unconscious bias (if any)."
	- Mindset change	

Sub-Themes	Sub-Codes	Quotes
Empowerment of Marginalized and Underrepresented Voices	- Giving confidence to underrepresented groups	- "Coaching especially benefits women, minority groups, and first-generation professionals to discuss challenges that may not surface in formal reviews and in the long term prevents talent drain and enhances retention of diverse hires."
	- Creating leadership opportunities for women and minorities	- "Coaching helps tech teams become more inclusive by opening minds, building empathy, and giving underrepresented voices the confidence to lead."
Psychological Safety and Belonging through Coaching Dialogues	- Amplifying diverse voices	- "Provides better access for some of the marginalized groups. Helps up in opening up minds and overall development."
	- Supporting career advancement	- "It builds psychological safety, empowers voices, and fosters equal opportunities for growth."
	- Creating a safe space for conversations	- "It creates space for underrepresented voices to be heard, supports equitable career development, and cultivates leaders who prioritize empathy and belonging."
	- Building trust among team members	- "This culture is what enables tech companies to thrive in the long run."
Inclusive Leadership and Emotional Intelligence Development	- Fostering open and honest dialogue	- "To me, coaching helps one to reflect on own actions and behaviours. The coaching should show the mirror to you."
	- Reducing fear of repercussions	- "Coaching sharpens potential and enables talent to reflect, realize and redirect their focus... Coaching heightens the Emotional quotient and deepens self-awareness."
	- Empathy in leadership	- "Coaching helps organizations to encourage diverse views and also encourages diverse people within the organization to open up, contribute and give their viewpoints."
	- Leading with emotional awareness	
	- Building trust and rapport	

Sub-Themes	Sub-Codes	Quotes
Organizational Programs that Target Inclusion via Coaching		- "Coaching programs in our organization focus on increasing the awareness on unconscious bias, promoting a speak up culture, fact-based decision making, empathy, cooperation and collaboration."
	- Coaching initiatives targeting unconscious bias - Promoting diversity through leadership programs	- "One-on-one check-in sessions with team members is widely encouraged... These aspects help to make the organization more inclusive and diverse."
	- Coaching programs focusing on inclusivity	- "Inclusiveness was achieved by having programs curated to achieve specific organizational objectives and specific demographic."

Que 2: How do senior leaders in your organization view coaching, and what role have they played in supporting the development of a coaching culture?

Table 3 Description of Segment 1 Question 2

Sub-Themes	Sub-Codes	Quotes
Visible Sponsorship and Endorsement	- Executive support for coaching	- "Senior leaders in my organization view coaching as an important form of development. They actively sponsor coaching initiatives and support building a culture where coaching is encouraged, valued, and seen as a key driver of professional growth."
	- Active involvement of senior leaders	- "Senior Leaders sponsor various coaching programs and develop people and creating clarity is one of the fundamental principle of leadership."

Sub-Themes	Sub-Codes	Quotes
Modeling and Practicing Coach-Like Behaviors	- Allocation of resources to coaching	- "They view it positively, encourage adoption, and sponsor key initiatives." - "Our senior leaders recognize the importance and benefits of coaching. They participate and volunteer to sponsor early talent." - "They Encourage and mentor where required." - "Quite supportive. Many of the senior leaders use in-the-moment coaching techniques to develop people they work with. Many of them have attended coaching trainings and are in the coach directory." - "Coaching culture is high. Most senior leaders coach on job and situational which helps in development of the individual."
	- Leading by example - Practicing active listening - Demonstrating empathy - Coaching through day-to-day interactions	- "They have been strategic enabler for growth. They embed coaching into leadership development to cultivate a culture of continuous learning and empowerment." - "Senior leaders at our organization view coaching as a powerful tool for unlocking potential, fostering ownership, and building inclusive growth—from the boardroom to the kirana store." - "They see Coaching as an instrument for development and self-driven goal orientation. They actively support senior leaders to coach entry level leaders in the organization, especially the ones in roles involving people management." - "Senior leaders in the organization integrate coaching into their overall talent strategy and use coaching to nurture leaders who can drive business goals."
Embedding Coaching in Organizational Strategy and Culture	- Integrating coaching into leadership development Aligning coaching with business and performance goals Coaching as part of the organizational culture	- "Coaching only works when it is driven Top down. Only when the senior leadership understands the value of coaching, are themselves coached, does a culture of coaching get built within the org." - "Coaching is viewed as something mandatory from experienced individual contributors. It is part of their performance goal/KPI usually and senior management promotes it extensively." - "They actively champion coaching by modeling coach-like behaviors, investing in internal programs, and embedding coaching into leadership development and performance conversations—creating a culture

Sub-Themes	Sub-Codes	Quotes
Creating and Communication Spaces	Safe and Open space	<p>where continuous learning and psychological safety thrive."</p> <p>- "Leaders in my organization appreciated and understand the significance of the role coaching can play in creating psychological safety and in building trust-based environments where employees feel safe to</p> <p>- Facilitating share ideas, concerns, or mistakes without fear of honest and open judgment."</p> <p>communication - "Our senior leaders... create a safe space to speak up, providing allowing them space and time to learn from mistakes for and mentor potential leaders on a long-term basis. Deeper reflections with teams enable open, transparent conversations - two-way communication."</p> <p>Building a safe environment for mentoring are the lifeblood of our business... ensuring growth continuous growth and development."</p> <p>- "We belonged to a great Cohort and all of them have taken coaching seriously. I think it has opened up a lot of open conversations and brought out many not-so-discussed problems to light that require attention."</p>
		<p>- "Unfortunately, more of intent than action. For a small Technology organization, coaching becomes 'nice to Initial be.' When the organization becomes bigger these 'nice resistance to coaching - Slow to be' items become more important."</p> <p>adoption across different levels - "As the organization grows... there will be more Struggles with internal issues which start creating problems that coaching implementation coaching becomes more important (like BP/diabetes across teams forcing a young manager to go to gym)."</p> <p>- "Senior leaders are warming up to coaching and beginning to embed it into leadership conversations."</p>
Early Adoption and Cultural Resistance	Stage and	

Que 3: How do you perceive the value of coaching culture in enhancing employee performance, leadership development, and gender diversity in your organization?

Table 4 Description of Segment 1 Question 3

Sub-Themes	Sub-Codes	Quotes
Coaching as a Growth Lever for Employee Performance	- Performance enhancement	- "I view a coaching culture as a strategic driver for growth. It empowers employees to perform at their best, develops leaders with empathy and adaptability, and creates safe spaces that support women and underrepresented groups."
	- Increased productivity - Employee engagement through coaching	- "The only way... I place a high value on the coaching culture, as it significantly enhances employee performance, supports leadership development, and contributes to greater gender diversity." - "Coaching culture drives 30% higher performance, 25% faster leadership readiness, and boosts gender diversity in key roles by 20%." - "A strong coaching culture drives employee performance by fostering ownership, resilience, and continuous growth"
Leadership Development through Coaching	- Building leadership potential	- "Coaching is an integral part of the One on One check in session with team members. The focus of these check-in sessions is to provide feedback to help them maximize their potential for improved performance." - "Coaching is a great tool for leadership development—especially in driving a culture of self-development."
	- Developing future leaders - Enhancing decision-making skills	- "Coaching plays significant but varying roles in nurturing talent at various levels of the organizations. My observation has been that it plays a highly significant role in nurturing future leaders." - "A strong coaching culture is like sunlight for growth—it brings out the best in people. It helps employees feel seen, heard, and supported, which naturally boosts performance. For leadership, coaching builds self-awareness and emotional intelligence, turning managers into mentors."
Coaching and Gender	- Empowering women to lead	- "It helps to build confidence with female employees, unlocks capacity and potential. Empowers equitable

Sub-Themes	Sub-Codes	Quotes
Diversity Advancement	- Increasing access to opportunities and inclusive career women in progression. leadership positions - Confidence only if the coaching is fruitful does it create value, else building for failing coaching programs are detrimental and cause a women leaders lack of trust."	- "Coaching plays a vital role in enabling employees to learn and gain experience in their careers. However, only if the coaching is fruitful does it create value, else building for failing coaching programs are detrimental and cause a women leaders lack of trust." - "It improves performance, accelerates leadership readiness, and supports women's advancement." - "A strong coaching culture drives employee performance... while promoting gender diversity by creating equitable pathways for advancement and amplifying underrepresented voices."
Coaching Creating Safe Spaces for Development	- Providing constructive feedback - Encouraging open, candid conversations - Safe environment for growth	- "Being a coach myself, I feel it's a powerful lever for performance, empathy, and equity in the workplace." - "Coaching is of greater value in self-realization, thus enhancing performance and some aspects of leadership, but I am not much sure on the gender diversity." - "It is a must. Only organizations that are able to build a culture of coaching truly help individuals and teams to perform better, and diverse views and gender diversity are encouraged." - "Coaching is an integral part of the One-on-One check-in session with team members. The focus of these check-in sessions is to provide feedback to help them maximize their potential for improved performance."
Coaching for Organizational Performance	- Driving innovation and team collaboration - Building a high-performance culture	- "Coaching programs targeting different strata of team members help develop leadership capabilities and specific gender-specific programs to promote performance and leadership capabilities. These programs have created huge value in terms of employee engagement and delivery excellence." - "Diversity of thought, respect, and innovation are some of the key factors built into the organizational culture that enable the mindset to be inclusive, irrespective of gender and other differences."

Que 4: What are the primary challenges your organization faces in fostering a coaching culture, and how have these been addressed or planned for in the future?

Table 5 Description of Segment 1 Question 4

Sub-Themes	Sub-Codes	
Lack of Formal Structure and Continuity	- Absence of formal coaching programs - Lack of structure coaching initiatives - Inconsistent coaching application	- "One of the primary challenges we face in fostering a coaching culture is the lack of a formal structure. While there is genuine intent across the organization, most of our middle management still tends to operate in a largely transactional mode with their teams, which limits the space for developmental conversations." - "Primary challenge is continuity. We need to get used to multiple specialized coaches for different aspects like performance, leadership, life, etc., so the coaches get to meet different coaches."
	- Low engagement from staff - Lack of understanding of coaching benefits - Reluctance to adopt coaching	- "Even with the system in place, many are apprehensive and do not use it. Many are not even aware of how it is beneficial to them. Especially a challenge for people to reach out to people in other locations whom they do not know. We publicize the system and the benefits through local forums like the women empowerment group." - "I feel the primary challenge is limited awareness, uneven buy-in, and the need for wider acceptance across teams."
	- Overloaded schedules for managers - Competing priorities for coaching - Limited time for feedback and development	- "Work load of the team." - "Time constraints and mindset shifts; addressed through training, recognition, and leadership commitment."
Time Constraints and Workload		
Leadership and Managerial Challenges	- Lack of coaching skills - Inconsistent implementation across teams	- "Key challenges include manager bandwidth, coaching skills, and consistent adoption. We among managers addressed these with structured training, digital platforms." - "Coaching requires a lot of effort from the coach who across teams is generally a senior and critical resource. If he does

Sub-Themes	Sub-Codes
	<ul style="list-style-type: none"> - Insufficient not vibe with the people getting coached, he/she loses managerial motivation and perceives it as a waste of time." support for coaching - Resistance to - "Coaching culture is very important in developing coaching in next-in-line leadership and not just enhancing traditional employee performance or gender diversity." leadership - "Coaching only works when the senior leadership models understands the value of coaching, are themselves
Cultural Resistance and Mind set Shifts	<ul style="list-style-type: none"> - Shifting from coached, does a culture of coaching get built within directive the org." leadership to - "Overcoming mindset barriers. We've addressed developmental these by training leaders as internal coaches." coaching - Cultural shift required for broader adoption - Absence of qualified coaches - "Formalizing a coaching culture needs an organization structure and qualified people who can - Need for act as coaches to be in place. Currently, work is in
Lack of Coaching Infrastructure	<ul style="list-style-type: none"> of structured coaching frameworks progress on how to make coaching broad-based across - Underdeveloped all levels of the organization." coaching systems

Que 5: How do you see your Managers adopting coaching approaches to influence team's performance, skill development, and career growth conversations?

Table 6 Description of Segment 1 Question 5

Sub-Themes	Sub-Codes	Quotes
Shift from Directive Developmental Leadership	- Transition from task-based coaching leadership	- "Currently, I see coaching approaches among to managers as somewhat limited, but the organization is making visible strides to change this. There is growing emphasis on equipping managers with coaching skills

Sub-Themes	Sub-Codes	Quotes
Adoption of Coaching as a Skill-Development Tool	- Fostering so they can better influence team performance, employee support skill development, and guide meaningful autonomy career growth conversations."	- Building trust and relationships - "Initially they were reluctant amidst their busy work. However now managers are increasingly adopting coaching approaches by shifting from directive leadership to developmental conversations—focusing on active listening, asking powerful questions, and co-creating growth plans that enhance team performance, build critical skills, and support long-term career aspirations."
	- Providing feedback for skill growth	- "Managers are increasingly adopting coaching approaches by asking powerful questions, giving timely feedback, and enabling career-focused development conversations, resulting in improved team performance and engagement."
	- Personalized development plans	- "Managers setup a knowledge sharing program and have both a coach and a buddy who can guide the new person. They set up training and monitor on-the-job progress."
Coaching for Individual and Team Performance	- Helping employees overcome skill gaps	- "Managers use coaching for feedback, growth planning, and motivating teams."
	- Addressing weaknesses and strengths	- "Managers are considered as the first line HR and are expected and mandated to do coaching as an integral part of the One on One check-in session with team members. The focus of these check-in sessions must be to provide feedback to help them maximize their potential for improved performance."
	- Improving team collaboration	- "Coaching for performance in both team setting and at individual level has been adopted effectively to enable team performance at the next level."
Role of Coaching in Career Growth Conversations	- Fostering employee accountability	- "Managers are increasingly adopting coaching approaches by asking powerful questions, offering regular feedback, and fostering ownership. This shift enhances team performance, deepens skill development, and makes career growth conversations more personalized, future-focused, and empowering."
	- Goal-setting for career advancement	- "My managers are adopting coaching by listening more, guiding rather than directing, and making growth conversations personal. It's boosting team performance, sharpening skills, and opening doors for career advancement."
	- Identifying growth opportunities	
	- Supporting career development plans	

Sub-Themes	Sub-Codes	Quotes
Training and Support Managers Coaches	<ul style="list-style-type: none"> - Providing coaching training for managers - Offering tools and resources for coaching - Manager coaching principles of lead by influence, develop others, align to organizational priorities and encourage diversity of thoughts and innovation. 	<ul style="list-style-type: none"> - "Managers need to first get coached themselves, undergo leader as a coach training, understand the difference between mentoring and coaching. Organizations that invest in training their managers to be coaches will see a flourishing, happy and highly productive team." - "The leadership framework is deeply rooted in coaching principles of lead by influence, develop others, align to organizational priorities and encourage diversity of thoughts and innovation."

Que 6: Based on your experience, how do you see coaching culture, women's advancement, and organizational performance interconnecting?

Table 7 Description of Segment 1 Question 6

Sub-Themes	Sub-Codes	Quotes
Coaching as a Catalyst for Women's Advancement	<ul style="list-style-type: none"> - Providing leadership opportunities for women - Increasing leadership visibility for women - Boosting confidence in women leaders 	"Coaching directly supports women's advancement by giving them the guidance, confidence, and visibility needed to progress."
Psychological Safety and Leadership Development for Women	<ul style="list-style-type: none"> - Creating a safe environment for women leaders - Promoting leadership qualities in women - Supporting women's leadership journeys 	"Coaching, if it was a successful endeavor, builds competence, trust, and rapport within a team."
Coaching's Impact on Organizational Performance	<ul style="list-style-type: none"> - Improving team performance through diverse leadership - Women driving innovation in the organization - Enhanced decision-making with diverse leadership 	"Coaching supports women's growth, which strengthens diversity and drives better overall performance."
Coaching and Mentoring Programs for Women's Leadership	<ul style="list-style-type: none"> - Targeted coaching programs for women - Leadership mentoring for 	"'She Ascends' is our coaching program for emerging women leaders."

Coaching as a Bridge Between Inclusion and Performance Excellence	<p>emerging women leaders - Building support networks for women in leadership</p> <p>- Aligning gender diversity with performance outcomes - Empowering women to lead with confidence - Strengthening organizational culture through inclusive leadership</p>	"Coaching culture accelerates women's advancement, driving inclusive leadership that fuels innovation."
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Que 7: What role does HR play in the coaching culture development, and how are they supporting the implementation of coaching initiatives?

Table 8 Description of Segment 1 Question 7

Sub-Themes	Sub-Codes	Quote
HR as a Catalyst and Bridge	- Building awareness for coaching - Encouraging participation in coaching programs - Acting as a facilitator between leadership and employees	"At this stage, our coaching culture is still in its nascent phase, but HR is playing an important role as both a bridge and a catalyst."
HR as a Transformational Force	- Transforming HR into career owners for employees - Aligning coaching with employee development needs - Moving beyond traditional HR tasks	"This has to be a HR initiative to make all the leaders be coaches rather than managers."
Frameworks, Tools, and Training	- Setting up coaching systems and frameworks - Offering resources for managers - Managing the coach directory and training programs	"HR played a key role in setting up the coaching framework and managing the coach directory."
Collaboration with Learning and Development (L&D)	- Working with L&D to design coaching programs - Aligning coaching with organizational talent strategy - HR as a consultant in identifying coaching needs	"People function together with L&D team to devise coaching programs."

Embedding Coaching in Performance and Talent Strategy	- Coaching integrated into leadership development - Aligning coaching with DEI strategies - Supporting talent management initiatives through coaching	"HR plays a central role in building a coaching culture by embedding it into leadership development and performance systems."
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Que 8: How would a coaching culture contribute to improving employee engagement and leadership development for women in your organization, and how can this impact gender diversity in leadership roles?

Table 9 Description of Segment 1 Question 8

Sub-Themes	Sub-Codes	Quotes
Boosting Employee Engagement	- Fostering trust and openness - Encouraging participation in coaching - Creating a feedback-rich environment	"A coaching culture would significantly improve employee engagement by creating an environment where individuals feel heard, supported, and encouraged to grow."
Empowering Women through Coaching	- Providing career guidance and sponsorship for women - Building confidence in women leaders - Supporting women's leadership journeys	"A coaching culture boosts women's confidence, encourages career ownership, and builds leadership skills — leading to higher engagement and greater representation of women in leadership roles."
Coaching for Gender Diversity in Leadership	- Promoting equitable career progression for women - Removing biases in leadership pathways - Creating more inclusive leadership pipelines	"Coaching culture contributes to a robust ecosystem where, if there is no bias or stonewalling of information, it creates a dynamic and positive organization filled with energy and optimism for the future."
Increasing Leadership Readiness for Women	- Encouraging women to take on leadership roles - Providing guidance for women's career advancement - Developing leadership skills tailored to women's needs	"Employee engagement is ensured through coaching, providing situation-based feedback. The feedback focus is on courageous, fact-based decision-making leadership."

Creating Safe Spaces for Women in Leadership	- Establishing environments where women feel supported - Offering coaching tailored to women's challenges - Nurturing leadership with empathy	"It helps in giving a fair chance to everyone. It is bound to increase employee engagement and build diversity within teams."
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Que 9: How can AI technologies assist in the evaluation and enhancement of coaching culture within your organization?

Table 10 Description of Segment 1 Question 9

Sub-Themes	Sub-Codes	Quotes
Data-Driven Insights for Coaching Effectiveness	- Analyzing employee feedback - Identifying skill gaps - Measuring coaching effectiveness	"AI can play a valuable role in strengthening our coaching culture by providing data-driven insights into employee feedback, engagement patterns, and skill gaps."
Personalizing Coaching Journeys	- Tailored coaching recommendations - Creating personalized learning pathways - Providing real-time feedback for development	"AI technologies can assist by analyzing coaching effectiveness, tracking progress, and identifying skill gaps. They can provide personalized recommendations, measure engagement, and help leaders and HR refine coaching strategies for better impact."
Tracking Progress and Measuring Impact	- AI tools for tracking coaching outcomes - Measuring employee progress post-coaching - Analyzing behavioral shifts over time	"AI can track coaching effectiveness, analyze employee progress, personalize learning paths, and provide actionable insights to continuously enhance our coaching culture."
AI as a Support Tool for Coaches	- AI assisting coaches in identifying areas for focus - Offering data for coaching interventions - Supporting coaches with performance metrics	"AI technologies can help with matching with the right coach and also identifying areas to focus on. Use the engagement data and performance post-coaching to further improve the coaching process and plan for further engagement."
Amplifying Human Coaching	- AI supporting but not replacing human coaches - Enhancing coaching with	"AI doesn't replace human coaching - it amplifies it, making coaching

AI-driven insights - Combining human and AI coaching for effective results	culture more personalized, measurable, and inclusive."
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Que 10: In your view, what role do AI-powered assessments and learning platforms play in fostering coaching culture?

Table 11 Description of Segment 1 Question 10

Sub-Themes	Sub-Codes	Quotes
Personalized Learning and Growth	- Tailoring coaching experiences to individuals - Providing specific learning paths for employees - Continuous feedback on progress	"AI-powered assessments and learning platforms personalize development, give managers data-driven insights for meaningful coaching, and scale support across teams making coaching more impactful and tied to career growth."
Continuous Feedback Mechanisms	- Real-time feedback for employees - Developing metrics to measure coaching success - Showing immediate improvements from coaching	"AI-powered assessments and learning platforms provide personalized insights, track progress, and guide targeted coaching, strengthening skill development and a continuous coaching culture."
AI Enhancing Coaching with Data Insights	- Using AI to analyze coaching outcomes - Measuring coaching effectiveness with data-driven methods - Providing feedback and coaching through data analysis	"It plays a vital role—helping us capture and analyze sentiments, engagement, 360-degree feedback, and more to strengthen coaching practices."
Facilitating Scalable Coaching	- Scaling coaching through AI-powered tools - AI-driven learning modules for all employees - Making coaching accessible to larger groups	"AI technologies can enhance coaching culture by analyzing feedback trends, identifying skill gaps, and personalizing development pathways."
AI Supporting Coaching with Virtual Role-plays	- Virtual simulations and role-playing tools - Practicing real-life scenarios with AI - Supporting	"It plays a very powerful role in providing many different role plays for different situations like conflict resolution, handling tough conversations."

Segment 2 - Women potential Leaders with leadership developemnt program & coaching completed

Que 1: How has coaching influenced your career progression and leadership aspirations?

Table 12 Description of Segment 2 Question 1

Sub-Themes	Sub-Codes	Quotes
Building Self-Awareness and Confidence	- Increased self-awareness - Boosting self-confidence - Enhanced leadership presence - Empowered to take on challenges	"Coaching has been instrumental in shaping my career progression by building my self-awareness, strengthening my communication and leadership skills, and boosting my confidence to take on new challenges."
Empathy and Navigating Challenges	- Empathy in decision-making - Better understanding of situations - Managing challenges with emotional intelligence	"I have experienced coaching from both receiving end as well as giving end. It makes me feel safe and heard and understand the situation with empathy leading to navigate without fear."
Strategic Goal Setting and Focus	- Setting short-term and long-term goals - Fostering a strategic approach to career progression - Staying focused on career trajectory	"Coaching has definitely helped increase my self-confidence. Also, it helped me have a strategic approach to set and work towards short and long term goals. Which in total helped me to have constant progress in my career and stay focused all the time."
Leadership Skill Development	- Refining leadership skills - Cultivating leadership presence - Navigating complex challenges with strategic acumen	"Coaching has been instrumental in my career progression, empowering me to refine my leadership skills, cultivate self-awareness, and navigate complex challenges with strategic acumen."
Increased Confidence in Leadership Role	- Gaining confidence in leadership responsibilities - Empowered to take firm decisions - Confidence in handling leadership challenges	"The coaching provided by the organization has enhanced my confidence and enabled me to handle my leadership responsibilities with greater passion. It has shown me the path to lay my foundation as a strong

leader and helped me in taking firm decisions."

Que- 2: What unique challenges have you faced as a woman in technology, and how has coaching helped you address them?

Table 13 Description of Segment 2 Question 2

Sub-Themes	Sub-Codes	Quotes
Building Confidence and Overcoming Self-Doubt	- Increased confidence in sharing ideas - Overcoming self-doubt - Reframing self-perception as a woman in tech	"A unique challenge I faced as a woman in technology was a lack of confidence, which often made me hesitate to share my ideas and led to self-doubt."
Improving Communication and Assertiveness	- Enhancing communication skills - Developing assertiveness in male-dominated spaces - Building the courage to speak up in meetings	"Earlier, I used to feel anxious when I have something to share during the meeting full of men, which is usually the case. Many a time I used to just keep quiet and someone else would end up asking the same question. But after I was introduced to Coaching, I feel more confident, not thinking about what others will think or if I am asking the right question."
Overcoming Unconscious Bias and Low Trust	- Navigating unconscious bias in the workplace - Breaking barriers of low trust in women's commitment - Overcoming bias in leadership opportunities - Developing trust within teams	"During my initial phase of my career, I have noticed low trust on women colleagues in terms of their availability and commitment, to handle go-live releases and thus the opportunities are back-set."
Empowerment through Coaching and Self-Advocacy	- Building resilience and strategic self-advocacy - Overcoming imposter syndrome - Empowering women to assert leadership presence	"As a woman in technology, I've navigated challenges such as unconscious bias and limited representation. Coaching has empowered me to build confidence, develop resilience, and cultivate strategic self-advocacy."
Navigating Prejudices and	- Focusing on business goals - Avoiding	"Prejudices are what I have faced... Coaching helped just focus on what

Societal Expectations	distractions from societal prejudices - Building a career with a clear purpose	I need to do to achieve my goals rather than the noise as after it's business and not charity."
Leadership Opportunities and Professional Development	- Gaining opportunities for leadership roles - Professional coaching leading to leadership development - Continuous learning and growth in tech roles	"The key challenges faced in technology is providing thought leadership to customers in niche areas and enabling solutions using the latest technology. The organization has always helped us to keep learning and enhancing our knowledge, be it domain or new technology areas."

Que 3: Thematic Analysis for "In what ways has coaching affected your confidence in technical decision-making and workplace interactions?"

Table 14 Description of Segment 2 Question 3

Sub-Themes	Sub-Codes	Quotes
Confidence in Technical Decision-Making	- Trust in expertise - Ability to evaluate options effectively - Ownership of decisions - Critical thinking in technical discussions	"Coaching has strengthened my confidence in technical decision-making by helping me trust my expertise, evaluate options more effectively, and take ownership of my choices."
Improved Communication and Collaboration	- Enhanced workplace interactions - Improved communication and networking skills - Greater impact when expressing ideas - Building stronger relationships	"It has also enhanced my workplace interactions and networking skills by improving my communication and collaboration, allowing me to express ideas with greater impact and build stronger relationships."
Overcoming Fear of Speaking Up	- Reduced fear of judgment - Increased confidence in voicing opinions - Overcoming fear of looking silly	"I am not confident in voicing over my thoughts and opinion. Fear of looking silly has significantly reduced close to zero."
Improved Interpersonal Skills and Team Trust	- Strengthening team trust - Enhancing transparency with team members - Building trust and	"Helped improve interpersonal skills and how to be transparent with team and build the trust."

Assertiveness and Clear Communication	communication within teams - Speaking with clarity and confidence - Being more assertive without over-explaining - Gaining confidence to express ideas concisely	"Coaching has significantly enhanced my confidence in technical decision-making by fostering critical thinking, clarifying my expertise, and promoting assertive communication."
Improved Critical Thinking and Problem Solving	- Encouraging critical thinking - Clarifying personal expertise - Enabling decisive contributions in discussions	"Through coaching, I've developed a stronger sense of self-assurance, enabling me to navigate complex workplace interactions with poise and authority."
Confidence in Contributing to Proposals	- Contributing confidently to proposals - Understanding business objectives and technical requirements - Providing insightful inputs for project delivery	"Coaching has always boosted our confidence and morale, helping us contribute to new proposals for large deals, better understanding the problem statement and business objectives of the customers and providing right inputs for successful delivery model."

Que 4: How do you perceive the impact of coaching on your ability to collaborate and contribute within your team?

Table 15 Description of Segment 2 Question 4

Sub-Themes	Sub-Codes	Quotes
Enhanced Collaboration and Constructive Engagement	- Active listening - Constructive engagement in discussions - Respecting diverse perspectives - Fostering inclusivity in team interactions	"Coaching has improved my ability to listen actively, engage constructively, and respect diverse perspectives."
Increased Approachability and Support	- Becoming more approachable - Being seen as a resource by team members - Helping others with both work and personal matters	"I have become more approachable. My team members who are on role on the client organization prefer asking me for help rather than their own teammates."

Building Confidence and Trust	- Gaining self-confidence - Staying positive under pressure - Building trust within the team - Taking informed decisions	"Definitely the improved self-confidence, stay positive and ability to listen and take informed decisions, build trust within and around."
Refined Interpersonal Skills and Emotional Intelligence	- Enhanced collaboration skills - Leveraging diverse perspectives - Fostering open communication - Building emotional intelligence	"Through coaching, I've developed enhanced collaboration skills, leveraging diverse perspectives and fostering open communication to drive team success."
Networking and Relationship Building	- Understanding the value of networking - Leveraging relationships for collaboration - Building strong professional networks	"I have understood the value of networking and relationship dynamics and how these are leveraged within an ecosystem."
Handling Difficult Situations and Stakeholder Collaboration	- Managing tough situations effectively - Collaborating with key stakeholders - Building a positive environment for the team	"Coaching has significantly helped in handling tough situations, easily helping to collaborate with all the key stakeholders, collaborate with the team and arrive at an appropriate solution."

Que 5: What aspects of your coaching experience have been most valuable for your long-term career growth?

Table 16 Description of Segment 2 Question 5

Sub-Themes	Sub-Codes	Quotes
Self-Awareness and Confidence Building	- Gaining self-awareness - Building confidence - Understanding personal strengths and weaknesses	"The most valuable aspects have been gaining self-awareness, building confidence, and learning strategies to communicate with clarity and impact."
Trust and Empathy in Building Relationships	- Developing trust in workplace relationships - Building empathy with colleagues - Becoming more approachable and relatable	"Trust and empathy play a big role in sustainable workplace relationships, which make a person approachable. Helped me serve as per expectation."

Continuous Learning and Self-Improvement	- Focusing on continuous learning - Staying focused on long-term career goals - Emphasizing self-improvement	"Believing in yourself; self-introspection to constantly improve and stay focused."
Strategic Thinking and Leadership Development	- Developing strategic thinking skills - Building leadership capabilities - Learning tools for leadership growth	"For me, the most valuable parts of coaching have been gaining a deeper understanding of myself, developing strategic thinking, and building leadership skills that are really helping me grow in my career."
Self-Belief and Confidence in Career Path	- Developing belief in one's abilities - Confidence in career direction - Focusing on personal growth	"Greater belief in self and confidence building."
Stakeholder Management and Decision-Making	- Improving stakeholder management skills - Strengthening decision-making abilities - Enhancing communication and collaboration	"Stakeholder management, communication and collaboration, leadership traits, decision making."

Que 6: How would you describe your organization's approach to developing people and leaders? What role does coaching play in your people development strategy?

Table 17 Description of Segment 2 Question 6

Sub-Themes	Sub-Codes	Quotes
Proactive Development Approach	- Continuous learning initiatives - Mentoring programs - Structured coaching programs - Investment in leadership development	"My organization takes a proactive approach to developing people and leaders by investing in continuous learning, mentoring, and structured coaching programs."
Personalized Coaching and Leadership Preparation	- Tailored coaching for individuals - Helping individuals unlock potential - Preparing employees	"Coaching plays a vital role by providing personalized guidance, helping individuals unlock their potential, and preparing them for future leadership opportunities."

Open Communication and Accessibility	<ul style="list-style-type: none"> for leadership opportunities - Transparent communication about mentorship - Ensuring accessibility to coaching - Supporting career advancement through available coaching 	"Open communication should be there about the availability of mentors and coaches for anyone in need."
Internal Leadership Development	<ul style="list-style-type: none"> - Focusing on building leaders from within - Offering opportunities for leadership and technical training - Encouraging constant learning 	"My current organization focuses on building the leaders within. I have got multiple opportunities to go through many technical and leadership training / focused leadership coaching sessions."
Holistic Development and Skill Enhancement	<ul style="list-style-type: none"> - Holistic growth initiatives - Combining mentorship and coaching for comprehensive development - Addressing skill gaps and career transitions 	"V adopts a holistic approach to people development, emphasizing tailored growth initiatives, mentorship, and coaching to cultivate leadership capabilities and technical expertise."
Supportive Culture and Equal Opportunity	<ul style="list-style-type: none"> - Uplifting women employees - Providing a platform for growth and leadership - Ensuring equal opportunities for career advancement 	"Approach is very constructive with intent to uplift women employees and provide a platform."
Building a Strong Workforce through Coaching	<ul style="list-style-type: none"> - Developing a strong, motivated workforce - Providing career development paths - Coaching driving team success and b 	"The organization always believes and strives to build leaders within and gives the right opportunities to achieve our goals and aspirations, recognizing the abilities of every individual and setting the right growth path."

Que 7: What evidence do you see that coaching behaviors are embedded in your organization's culture?

Table 18 Description of Segment 2 Question 7

Sub-Themes	Sub-Codes	Quotes
Encouraging Dialogue Constructive Feedback	Open and conversations - Providing constructive feedback - Focusing on strengths rather than weaknesses	"I see evidence of coaching behaviors in the way leaders encourage open dialogue, provide constructive feedback, and focus on developing people's strengths."
Regular Check-ins and Mentoring Initiatives	- Regular check-ins with team members - Mentoring initiatives that focus on growth - Emphasis on learning rather than blame	"Regular check-ins and mentoring initiatives emphasize learning over blame, while the organization's investment in formal coaching programs reinforces that people growth is a clear priority."
Training and Development for Management	- Coaching and leadership training for middle and senior management - Focus on people skills development - Building managerial coaching capabilities	"More and more trainings to the middle and senior management have emerged in leadership, mentoring specially covering people skills."
Alignment with Organizational Values	- Embedding coaching within core values - Fostering collaboration, growth, and innovation through coaching behaviors	"V's culture deeply embeds coaching behaviors, evident through its people-centric approach and foundational PIRL values - Passion, Innovation, Respect, and Leadership - that foster growth, collaboration, and innovation."
Continuous Feedback and Improvement	- Continuous feedback loops for improvement - Focus on incremental learning	"Continuous feedback and improvements."

Curriculum Enhancement Learning and Development	for and	<ul style="list-style-type: none"> - Regular performance reviews and feedback sharing - Enhancing the learning and development programs - Ensuring skill development at all career stages - Creating an environment of continuous growth 	"Continuous enhancement to the Learning and Development curriculum, enabling employees to develop and enhance their skills at every stage in their careers."
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Ques 8: How do you personally model coaching behaviors in your leadership style? What specific coaching techniques or approaches do you use?

Table 19 Description of Segment 2 Question 8

Sub-Themes	Sub-Codes	Quotes
Active Listening and Open-Ended Questioning	<ul style="list-style-type: none"> - Prioritizing active listening - Asking open-ended questions - Encouraging team members to find their own solutions 	"I model coaching behaviors by actively listening, asking open-ended questions, and encouraging team members to find their own solutions."
Providing Constructive Feedback and Recognition	<ul style="list-style-type: none"> - Giving timely and constructive feedback - Recognizing individual strengths - Encouraging improvement through feedback 	"I adapt my leadership style as needed, provide timely feedback, and recognize individual strengths while creating a safe space for open discussions."
Goal-Setting Reflection Techniques	<ul style="list-style-type: none"> - Using goal-setting techniques - Promoting reflection to track progress - Holding colleagues accountable for their growth 	"I also use goal-setting and reflection techniques to help colleagues track progress and stay accountable for their growth."

Building Trust and Empowerment	<ul style="list-style-type: none"> - Building trust and rapport with team members - Empowering team members to make their own decisions - Being a thinking partner and providing safe spaces 	<p>"Building trust and rapport is the first and foremost objective in my coaching. I empower my coaches to make their own decision in any given circumstances, give them safe space and be there as their thinking partner."</p>
Inclusivity and Transparency	<ul style="list-style-type: none"> - Fostering inclusivity in team dynamics - Being transparent with team members - Encouraging open and quality conversations 	<p>"I would definitely focus on being inclusive, more transparent with the team, that helps for open and quality conversation."</p>
Facilitating Growth and Innovation through Reflection and Feedback	<ul style="list-style-type: none"> - Encouraging reflection and growth mindset - Promoting experimentation and innovation - Providing non-judgmental feedback - Providing positive encouragement 	<p>"As a seasoned coach and leader, I model coaching behaviors by prioritizing active listening, asking open-ended questions, and providing constructive feedback that empowers individuals to discover their own solutions."</p>
Positive Encouragement and Support	<ul style="list-style-type: none"> - Supporting the team to achieve outcomes - Ensuring team feels supported and motivated 	<p>"Positive encouragement to team to get work done.... Making them feel I am there for them so they deliver for me."</p>
Collaboration and Problem-Solving	<ul style="list-style-type: none"> - Collaboration with the team at various project stages - Providing technical and process inputs - Solving problems through communication and collaboration 	<p>"Collaboration with the team at various instances of the project lifecycle. Ensure to provide right technical and process inputs to help resolve critical problems."</p>

Segment 3 - Senior Leadership

Que 1: What was the organizational context that led to building a coaching culture?

Table 20 Description of Segment 3 Question 1

Sub-Themes	Sub-Codes	Quotes
Leadership Development and Succession Planning	- Growing leaders from within - Developing next-generation managers and leaders - Building leadership capabilities for future business needs	"The need to grow leaders from within the organization with a view to changing business imperatives both internal and external."
Adapting to Changing Business and Technology Landscape	- Responding to evolving business needs - Upskilling in technical, cultural, and soft skills - Aligning leadership skills with client satisfaction and business outcomes	"The changing technology and business landscape that requires constant technical upskilling, strong governance and soft skills needed for client satisfaction and business wins."
Cultural and Organizational Transformation	- Transforming organizational culture - Changing perceptions of the organization - Aligning with core values while embracing change	"Despite being in the industry for over 3 decades & being headquartered in the silicon valley of India, the organization is still considered / perceived as a mid-tier organization. Transforming itself, both internally and externally, sooner, swifter and smarter, indeed is driving to build the culture of change, without losing its core values."
Focus on Upskilling and Talent Transformation	- Focusing on workforce upskilling (technical, cultural, and behavioral) - Talent transformation over talent replacement - Ensuring long-term sustainability and value creation	"Upskilling the workforce - technical / cultural / behavioral - has been the core focus for the organization over the past 18-24 months."
Coaching as a Key Element in Transformation	- Coaching as integral to talent and organizational transformation - Using coaching to ensure alignment with organizational goals and values - Coaching as a	"Talent transformation (and not replacement) is essential to sustain the value system and build the organization and 'coaching' is an integral part to ensure such people & organizational transformation."

means to support cultural and behavioral change

Que 2: How do you define and measure the effectiveness of coaching culture in your workplace?

Table 21 Description of Segment 3 Question 2

Sub-Themes	Sub-Codes	Quotes
Organizational Performance Improvement	- Improved overall organizational performance - Internal staffing into leadership roles - Ability to respond to changes (hybrid workforce, AI)	"Overall performance improvement from an organization perspective, internal staffing into leadership roles and ability to respond to changes like hybrid workforce and AI."
Talent Development and Promotion	- Performance rating improvements - Promotion of critical talent to managerial and leadership roles - Ability to resolve complex problems	"Performance rating improvements and promotion of critical talent to Managerial and Leadership roles; in addition, ability of these talent to identify and resolve complex problems for clients and/or internally."
Informal Indicators of Success	- Informal feedback (e.g., 'Thank You' emails) - Hours spent in coaching sessions - Number of employees covered by coaching	"To me even informal communications such as a heartfelt 'Thank You' mail from a team member or mentee is a measure of coaching success."
Patience and Long-term Transformation	- Acknowledging the time and persistence needed for change - Organizational belief in the coaching process - Persistence in adapting to transformation	"(Understanding, Accepting and Adopting to) Change / Transformation takes time... Requires persistence, patience, and belief in the process."
Alignment with Organizational Objectives	- Linking coaching initiatives to organizational goals - Supporting profitable growth and organizational objectives - Ensuring coaching initiatives contribute to the company's success	"As an organization in the service industry, we are measured by profitable growth and any organizational initiative or intervention should positively influence and help achieve the organizational objective(s)..."
Key Performance Indicators (KPIs)	- Employee retention - Diversity and inclusivity -	"Coaching initiatives are driven to identify / nurture / build leaders,

	Customer Net Promoter Score (NPS) - Repeat business revenue	retain top talents, create a channel for the workforce (including GenZs) to hear and to-be-heard, help channel the energy & creativity."
Indirect Measurement via Stakeholder Feedback	- Measuring effectiveness through stakeholder feedback - Defining KPIs for internal and external stakeholders - Indirect measures of coaching effectiveness	"While there may not be a direct way to measure the effectiveness of coaching / coaching culture at the workplace or the organization, defining and measuring the KPIs around the stakeholders - both internal and external - may indicate the value and effectiveness of the coaching structure / culture."
Project Success and Rates	- Monitoring RAG (Red, Amber, Green) status of projects - Measuring success rate on proposals	"The following 'health' indicators help measure... RAG Status of Projects & Success rate on proposals."

Que 3: What evidence demonstrates the impact of coaching culture on organizational performance and employee outcomes?

Table 22 Description of Segment 3 Question 3

Sub-Themes	Sub-Codes	Quotes
Improved Organizational Performance Metrics	- Positive financial results - Stronger leadership succession planning - Improved innovation and adaptability to change	"Financial results, Leadership succession and engagement, retention, and innovation as a response to change."
Early-Stage Implementation and Emerging Evidence	- Coaching culture in formative stages - Early indicators visible but not yet sustained - Ongoing monitoring of outcomes	"It's in the early stages so sustained results are yet to be observed."
Enhanced Client and Employee Satisfaction	- Improved customer satisfaction (CSAT) and Net Promoter Scores (NPS) - Better appraisal ratings - Positive client testimonials	"The evidence can be various forms such as improved CSAT or NPS scores, appraisal ratings, client testimonials, more delegation of work by managers and quality of deliverables in projects."
Improved Leadership and	- Increased delegation of work by managers - Improved quality of	"...more delegation of work by managers and quality of deliverables in projects."

Managerial Practices	deliverables - Enhanced coaching conversations in leadership	
Employee Engagement and Experience Indicators	- Higher employee engagement levels - Improved employee Net Promoter Scores (NPS) - Increased retention and reduced turnover	"Employee NPS / Client NPS: Very relevant and direct reflection / evidencing the impact of the coaching culture within the organization!"

Que 4: What are the primary challenges your organization faces in fostering a coaching culture, and how have these been addressed or planned for in the future?

Table 23 Description of Segment 3 Question 4

Sub-Themes	Sub-Codes	Quotes
Leadership Focus and Priority	- Leadership focus on customer-first - Competing priorities between coaching and client service - Leadership commitment and time investment	"Leadership Focus and priority is a primary challenge especially in the IT Services Industry where customer is the primary focus."
Building Trust and Relationships	- Time required to build relationships and trust - Trust as a prerequisite for coaching success - Time commitment challenges for coachees	"With the fast-changing industry dynamics, the time needed to build relationships and trust is a challenge."
Expectations vs. Coaching Outcomes	- Managing expectations of tangible results - Difficulty in quantifying coaching outcomes - Coaching as a long-term adaptive practice	"People expect to see objective outcomes which may not always be the outcome of a successful coaching experience. Learning coaching skills, like learning leadership skills, is an adaptive practice and needs time as well."
Time Commitments by Coachees	- Time limitations for coachees to participate in coaching - Managing expectations regarding time investment	"Time commitments by coachees who are willing to invest time in the coaching program."
Coverage and Participation at All Levels	- Ensuring 100% coverage of employees at all levels - Lack of interest from leaders,	"Ensuring all levels and 100% coverage is a challenge esp as

	managers, or employees - organizations grow and navigate Time constraints for all levels business headwinds." of participation
Resistance to Change and Cultural Barriers	- Resistance to change at both individual and organizational levels - Difficulty in overcoming established core values - Necessity for leadership-driven change "Most of the times, the impediment for 'adoption to change' - both at individual and organization level - are the core strengths and value systems they are built on!!"
Organizational Change Management	- Need for a strong organizational change management process - Overcoming barriers to adoption due to lack of structured processes - Time required for successful implementation of initiatives "Being an organization grown homogeneously (with strong people centricity), any 'change' to status-quo was needed to be driven by the trusted leadership within. Any external intervention required a strong 'Organizational Change Management' process."

Que 5: How do you see coaching contributing to building a stronger leadership pipeline, especially for women?

Table 24 Description of Segment 3 Question 5

Sub-Themes	Sub-Codes	Quotes
Empowerment and Self-Realization	- Helping women recognize their potential - Leading to self-belief and confidence - Empowering women to take on leadership roles	"Coaching is not about transferring knowledge but about leading someone to acknowledge their potential and deploy it."
Diversity and Inclusion in Leadership	- Diversity brings diverse perspectives - Gender-agnostic leadership development - Promoting diversity at leadership levels	"Diversity in leadership brings in lot many dimensions / views / perspectives in understanding and resolving organizational issues and challenges."
Overcoming Barriers and Glass Ceilings	- Addressing the glass ceiling for women at senior levels - Overcoming conventional barriers to leadership - Building	"Given hard data about women hitting a glass ceiling at senior levels, I think coaching can go a long way in both ensuring trust in a system that promotes merit over gender as well as instilling confidence in women to stay

	resilience and confidence in women	calm and resilient for longer periods in face of adversity."
Coaching as a Tool for Self-Belief and Bias Reduction	- Coaching helps women overcome self-doubt - Reducing subconscious bias in leadership - Building self-belief in women leaders	"Coaching (mostly informally through mentoring structure) plays an important role in building and nurturing women leaders to get over conventional barriers and increase self-belief and counter subconscious bias."
Role of HR and L&D in Coaching for Women	- HR and L&D play a crucial role in driving coaching culture - Facilitating behavioral and cultural changes to support women's leadership growth	"HR, L&D, and support groups play a very critical role in driving this cultural / behavioral changes within the workforce / organization."
Active Participation and Accountability of Women	- Women taking responsibility for their own development - Leveraging organizational platforms for career growth - Demonstrating intent to take on more challenges	"It is also the responsibility of the women employees to speak up / leverage the platforms provided by the organization, to demonstrate their intent to take more responsibilities, challenges and be keen to be tuned / trained / coached to skill / prepare themselves."

Ques 6: Based on your experience, how do you see coaching culture, women's advancement, and organizational performance interconnecting?

Table 25 Description of Segment 3 Question 6

Sub-Themes	Sub-Codes	Quotes
Coaching's Role in Overcoming Barriers	- Addressing structural and psychological barriers - Empowering women through coaching to advance in their careers	"Coaching is particularly effective for women's career advancement because it addresses both the structural and psychological barriers women face in the workplace."
Amplification of Benefits Through Coaching Culture	- Fostering inclusive leadership - Enhancing employee engagement - Driving measurable outcomes for the organization	"A coaching culture amplifies these benefits by: Fostering Inclusive Leadership, Enhancing Engagement: and Driving Measurable Outcomes."

Development of Internal Talent	- Cultivating leaders internally - Encouraging internal talent with a "slight nudge" - Coaching provided to different levels and cohorts (e.g., women, mid-managers, Hi-Po talent)	"And strong leaders don't simply emerge—they need to be cultivated through focused development and coaching which is best done by encouraging internal talent with a slight nudge."
Coaching Beyond Gender and Performance	- Coaching benefits extend beyond gender-specific advancement - Enabling individuals to take on more responsibilities - Coaching contributing to overall organizational performance	"I don't want to view coaching from the lens of just women's advancement, but coaching can develop individuals including women who can then take on next level of responsibilities which eventually improve the overall organizational performance."
Minimizing Biases Through Coaching	- Ensuring equitable treatment and minimizing biases - Helping women navigate business challenges and office politics	"Effective coaching culture with equitable treatment to all can ensure gender and other biases at workplace are minimized. It can also help women navigate business challenges and office politics better leading to improved organizational performance."
Gender Equality and Collective Success	- Gender equality fostering unified results - Nurturing diversity to drive success - Strengthening group behavior for collective outcomes	"Gender equality brings in unified results driven by diverse thought leadership at all levels. No role is gender specific in the industry that I am part of. Nurturing diversity brings in collective confidence, strengthens group behaviour towards collective success."
Social and Family Influence on Gender Equality	- Social and family upbringing influencing gender equality in professional life - Coaching addressing gaps in gender equality	"I personally believe social and family upbringing also plays a critical role in driving gender equality in professional life. Coaching plays a critical role in addressing the gap."
Building Diverse Work Groups	- Forming diverse work groups to drive success - Emphasizing gender and experience diversity - Using diversity as a catalyst for organizational growth	"Forming focussed work groups - diverse in both experience and gender - would work as a catalyst to the organization which prefers to grow smartly and strongly!"

Que 7: What role does HR play in the coaching culture development, and how are they supporting the implementation of coaching initiatives?

Table 26 Description of Segment 3 Question 7

Sub-Themes	Sub-Codes	Quotes
Enabling Coaching Framework and Leadership Alignment	<ul style="list-style-type: none"> - Aligning coaching with organizational success - Collaborating with organizational development experts - Getting leadership to see the link between coaching and success 	"Enabling the coaching framework and leveraging the connect with leaders to get them to see the eventual link between coaching and organization success is a key element for HR."
Feedback Loop and Space for Growth	<ul style="list-style-type: none"> - Ensuring regular feedback loops - Creating space for coachees to grow - Monitoring coachee progress 	"Ensuring the regular feedback loop, making sure 'coachees' get that space to grow are also critical roles that HR plays."
Making Coaching Accessible	<ul style="list-style-type: none"> - Training employees to coach each other - Encouraging collaboration and shared accountability - Fostering a culture of peer coaching 	"Another important step has been to make coaching more 'accessible' by training employees to coach one another, fostering collaboration and shared accountability."
Rolling Out and Monitoring Coaching Programs	<ul style="list-style-type: none"> - Implementing and rolling out coaching programs - Monitoring progress and course corrections - Ensuring effective resolution of deviations 	"HR plays a very important role of rolling out the program, monitoring the progress and making course corrections as needed."
Resolving Deviations and Streamlining Communication	<ul style="list-style-type: none"> - Resolving exceptions to the coaching process - Ensuring streamlined communication about coaching benefits - Managing changes in coaching assignments 	"HR can ensure any deviations or exceptions to the coaching / mentoring process are resolved effectively with speed including change of coaches as needed."
Supporting Employee Welfare	<ul style="list-style-type: none"> - Strengthening programs that increase employee welfare 	"Strengthening programs that increases employee's welfare at work (to improve their mindshare)"

and Building Strong Ecosystems	- Implementing mentor-mentee programs - Building stronger organizational ecosystems	such as 'mentor-mentee' programs / leadership coaching / first-time-manager etc., would immensely help build a very strong organization."
Encouraging Volunteering and Empathy	- Encouraging volunteerism for mentoring - Seeking help beyond designated reporting managers - Promoting empathy and care in the workplace	"Encouraging employees to 'volunteer' for both as a mentor and a mentee, encouraging employees to seek help beyond their designated reporting manager (MentorAnonymous helpline), identifying creative ways to improve the sense of empathy / care."
Creating Formal and Informal Coaching Groups	- Creating formal and informal groups for coaching - Ensuring connections between young workforce and experienced leaders - Facilitating mentorship opportunities for growing employees	"In my organization, there are a lot of encouraging signs w.r.t driving the culture of coaching - formal and informal groups being created to ensure connect between young / growing workforce with experienced professionals / leaders / mentors..."

Que 8: Thematic Analysis for How would a coaching culture contribute to improving employee engagement and leadership development for women in your organization, and how can this impact gender diversity in leadership roles?

Table 27 Description of Segment 3 Question 8

Sub-Themes	Sub-Codes	Quotes
Building Communication and Counseling Bridges	- Breaking communication barriers - Providing counseling to address challenges faced by employees - Helping employees grow through support and guidance	"Coaching can bring down communication barriers at multiple levels esp. when accompanied by counseling to address challenges faced by employees that can inhibit their growth."
Impact on Gender Diversity in Leadership	- Positive impact of women in leadership roles - Leveraging diverse thinking to solve business challenges	"Women do bring such a great impact to any organization."

Focus on Diversity and Inclusion	<ul style="list-style-type: none"> - Strengthening leadership roles through gender diversity - Sustained focus on diversity and inclusion (D&I) - Programs to reintegrate women into the workforce after career breaks - Mentorship programs for women's leadership development 	"In my organization, over the past 18-24 months, there has been a sustained focus on D&I... And recent initiatives to bring back women - those who had taken a break from professional life - to strengthen mainstream workforce and starting a mentorship program for women to help them break the barriers, are true indicators to get them climb the leadership ladder."
Leadership Mentorship and Guidance	<ul style="list-style-type: none"> - Role of leadership in mentoring women - Encouraging more leaders to share experiences and guide women leaders - Providing opportunities for women to climb the leadership ladder 	"I only wish and hope that more leaders come forward to share their experiences and guide / nurture the women leaders and help sustain such an important employee engagement program."

Que 9: How can AI technologies assist in the evaluation and enhancement of coaching culture within your organization?

Table 28 Description of Segment 3 Question 9

Sub-Themes	Sub-Codes	Quotes
AI for Analytics and Framework Governance	<ul style="list-style-type: none"> - Leveraging AI for analytics - Enabling governance of coaching processes - Supporting the structure but human-driven coaching is essential 	"My belief is AI can be leveraged for analytics and for enabling the framework and governance of the process - rest of it has to be human driven to account for the psychological safety expected of a coaching process..."
Coaching Process Optimization	<ul style="list-style-type: none"> - AI as a tool for coachee-coach matching - Scheduling and logistical support - Helping optimize the coaching experience 	"We had piloted using AI based coachee-coach matching, scheduling etc."

AI as a Complement to Human Coaching	- AI acting as a support for human coaches - Helping with handling tricky situations - Addressing psychological and emotional aspects in coaching	"AI for one can act as a substitute for human coaches esp. when it is also trained on empathy apart from subject matter expertise. It can also be a guide for coaches on handling tricky situations with some employees."
Short Feedback Loops and Course Correction	- AI enabling short and sharp evaluations - Facilitating frequent feedback and course correction - Helping coaches and coachees stay agile	"AI can surely augment both the coach / the one being coached to fine tune, course correct through frequent 'short and sharp' evaluation of the self/process."
AI to Enhance Self-Reflection and Growth	- AI helping individuals understand and leverage their potential - Facilitating self-exploration and growth	"AI can help tune the feedback, help analyse and stay agile / relevant through the process & facilitate the individuals to understand / explore / leverage their potential to become more successful in the area of work."
Behavioral and Situational Evaluation	- Using AI for behavioral analysis - Evaluating "what-if" scenarios to disrupt status-quo - Assessing leadership and coaching effectiveness	"I do leverage - especially - on occasions where I would need to assess behavioral aspects, to counter and evaluate what-if situations when driving initiatives to disrupt the status-quo."

Que 10: In your view, what role do AI-powered assessments and learning platforms play in fostering coaching culture?

Table 29 Description of Segment 3 Question 10

Sub-Themes	Sub-Codes	Quotes
AI in Learning and Program Alignment	- AI-enabled learning platforms - Aligning learning programs with recommended interventions - Self-assessment without fear of human judgment	"Definitely a major role. All our learning platforms are now AI enabled - from identifying the right program aligned to a recommended intervention to actually helping the individual assess themselves without the fear of human judgement."
Supplemental Support and	- AI providing supplemental support like articles	"They can help provide supplemental support e.g.

Human Interaction	<ul style="list-style-type: none"> - Human interaction between coach and coachee cannot be fully replaced by AI - AI as a supplement, not a substitute for human coaching 	<p>providing articles to read etc. but human interaction between coach and coachee can't be fully replaced by AI technologies."</p>
AI for Assessment and Data-Driven Insights	<ul style="list-style-type: none"> - Using AI for technical assessments and output reviews - Freeing experts and managers for knowledge sharing and relationship building - AI summarizing communications and providing actionable insights 	<p>"AI is already being used to conduct formal technical assessments and output reviews, thus freeing valuable time of experts and managers towards knowledge sharing and relationship building."</p>
AI in Decision Making and Program Enhancement	<ul style="list-style-type: none"> - Using AI for assessing pros and cons of initiatives - Constant monitoring and measuring for acceptance and adoption - Reviewing, tuning, and correcting programs based on evaluations 	<p>"AI comes very handy and effective especially when assessing the pros-cons of any initiatives, when supported with data."</p>
Driving Behavioral Change and Employee Engagement	<ul style="list-style-type: none"> - AI-led assessments driving change initiatives - Regular assessments help foster employee engagement - Ensuring continuous feedback to support behavioral change 	<p>"Any initiative / change, requires constant monitoring / measuring for acceptance & adoption, especially when the expected outcome is a behavioural change!"</p>
Impact of AI on Coaching Culture	<ul style="list-style-type: none"> - AI helping review, tune, and augment coaching programs - Data-driven decisions to drive coaching culture and change initiatives 	<p>"Assessments and frequent evaluations help review / tune / correct / augment structure of the program. Engaging & Engaged employees / workforce are critical to fostering the coaching culture...! AI-led assessments mostly driven by data would help take effective decisions, eventually driving the 'change' that the initiatives expected to lead to..."</p>

Segment 4 - HR Enablers in Coaching culture organization

Que 1: How was the coaching culture initiative designed and rolled out in your organization?

Table 30 Description of Segment 4 Question 1

Sub-Themes	Sub-Codes	Quotes
Alignment with Organizational Vision	- Coaching initiative aligned with CEO's vision - Integrated into leadership development and organizational strategy	"The coaching initiative was aligned with the CEO's vision of building a coaching and conversational culture within the organization."
Internal Coaching Development	- Training internal leaders to become certified coaches - ICF certification for selected leaders - Train the trainer model	"Selected leaders were trained as coaches by completing the 'Art and science of coaching' program in partnership with Ericsson coaching international. They were also encouraged to be ICF certified coaches."
Coaching Integration into Leadership Development	- Coaching embedded into leadership development programs - Onboarding and project team coaching	"Coaching was embedded into the organizational fabric by integrating it into all leadership development programs, providing integration coaching for newly onboard and leaders and addressing coaching needs within project teams."
Phased Approach	- Pilot programs followed by scaling up - Structured learning journey for internal coaches	"We initially started with a pilot to scale approach supported by the digital platforms, peer coaching circles and providing coaching opportunity for the larger leadership talent pool within the organization."
Digital Platform and Tracking	- Digital platform for monitoring and tracking coach progress - Coach log creation for certification needs	"We invested in building an internal platform from where we can not only monitor the learning journey progress but also help coaches gain valuable experience in terms of their certification needs and helping them create their own logs."
Leadership Sponsorship and Success Stories	- Leadership sponsorship of the initiative - Coaching as a way of working	"Reinforced by leadership sponsorships, success story coaching is now positioned as a

way of working rather than a standalone program.

Que 2: what frameworks or systems have been most effective in embedding coaching practices?

Table 31 Description of Segment 4 Question 2

Sub-Themes	Sub-Codes	Quotes
Internal Coaching Portal	<ul style="list-style-type: none"> - Creation of internal coaching portals to address coaching needs - Coach profiles for employees to browse and select preferred coaches - Self-scheduling of sessions 	"An internal coaching portal was created to address the coaching needs of all employees which proved to be highly useful. The portal features profiles of all internal coaches enabling employees to browse through coach Bios and select a preferred coach."
Mentoring and Coaching Portals	<ul style="list-style-type: none"> - Integration of mentoring and coaching platforms to support employee growth - Coaching and mentoring programs as part of holistic development 	"This was complemented by mentoring portal where the employees seeking guidance on specific domain or topic connect with selected mentors."
Ongoing Coaching Initiative	<ul style="list-style-type: none"> - Coaching as an ongoing initiative, not a one-time activity - Leadership and coaching integration throughout employees' journey 	"In addition to the structured process, positioning coaching as an ongoing initiative rather than a one-time activity has been effective in creating awareness and embedding a coaching culture."
Structured Leadership Development Programs	<ul style="list-style-type: none"> - Leadership development programs for different levels of leadership - Inclusion of coaching as part of leadership development and enhancement 	"We have had our leadership development and enhancement program that was running within the organization, wherein we had two different levels... first time leaders, and seasoned managers."
Internal Coaching Capability Building	<ul style="list-style-type: none"> - Internal coaching capability building through structured learning and mentorship - Leaders undergo certification programs and practice sessions 	"With this internal coaching capability building, we engaged with Ericsson, wherein the first lot of 19 leaders across business and HR and talent development underwent a structured learning

Coaching for Emerging Leaders	- Special focus on emerging leaders and senior leadership development - Partnering with external institutes to build leadership capabilities	journey of 60 hours plus 10 hours of mentoring." "We also tied up with institutes such as Tavistock, wherein they were engaged specifically for emerging leaders program."
Support System for Leadership Challenges	- Coaching sessions used as a support system for leadership challenges - Chemistry sessions to determine coaching compatibility and goals	"We invited, we encouraged anyone signing up for coaching for a minimum of eight to 10 coaching sessions and accordingly, agreements in terms of what, how successful look like was shaped."

Que 3: How were coaching interventions tailored to support women’s career advancement in technology roles?

Table 32 Description of Segment 4 Question 3

Sub-Themes	Sub-Codes	Quotes
Leadership Development for Women in Tech	- Tailored leadership development programs - navigating obstacles (systemic and personal) and building leadership skills	"In collaboration with case western reserve university, we designed a leadership development program tailored for mid to senior level women employees in tech, focused on equipping them with leadership skills, strategies to navigate systemic and personal obstacles and tools to assert influence."
Blended Learning and Coaching Support	- Blended learning - Personalized coaching communication and negotiation	"The program incorporated blended learning (virtual sessions plus immersive in-person experiences), personalised coaching, peer networking, communication and negotiation skill building."
Phased Approach for Coaching	- Two-phase approach: 1. Assessing needs of women leaders 2. Addressing challenges post-development initiatives	"These interventions were looked at in 2 phases - first, to help understand what the needs are and secondly, after development initiatives on these needs had been completed, then coaches met the leaders to understand how they are applying what they have learnt."

CEO Sponsorship and DEI Commitment	<ul style="list-style-type: none"> - CEO-led initiatives to actively support DEI (Diversity, Equity, and Inclusion) - Hand-picked women leaders for specialized coaching programs 	"Women leaders, so from a CEO perspective, he was quite inclined towards ensuring that we are not just working on DEI in terms of speaking about it, but we also act upon it."
Impact and Outcomes of Coaching	<ul style="list-style-type: none"> - Engagement score improvement - Project NPS and promotion rates among women leaders - Recognizing leadership success in industry and company 	"During this journey of six to seven months, it was found that those who have gone through the journey, the engagement scores showed an increment by 3% to 4%... NPS scores of their projects that they were leading started to move northwards. ...six were promoted to the next level... seven were placed into high pots, high potential employees."

Que 4: What metrics or indicators do you use to assess the impact of coaching on performance and diversity?

Table 33 Description of Segment 4 Question 4

Sub-Themes	Sub-Codes	Quotes
Kirkpatrick Model for Evaluation	<ul style="list-style-type: none"> - Kirkpatrick model for evaluating coaching effectiveness - Participant feedback surveys for immediate reactions - Behavioral change assessments through supervisor interviews 	"We applied the principles from Kirkpatrick model to evaluate the effectiveness of the coaching program as part of our leadership development initiatives. Participant feedback was collected through surveys to capture immediate reactions. To measure behavioural change, we conducted interviews with supervisors to gather insights on participants' performance and behavioural shifts."
Exploring Key Metrics	<ul style="list-style-type: none"> - Exploration of indicators like goal achievement, productivity improvement, progression of women and diverse talent 	"We are in the nascent stages in having formal metrics. However, we are exploring indicators such as participant feedback, goal achievement, improved productivity and progression of women and diverse talent into leadership roles as ways to assess impact over time."

Coaching Engagement Metrics	<ul style="list-style-type: none"> - Number of engagements and touch points - Hours spent in coaching - Change in roles or responsibilities 	"Number of engagements / touch points, number of hours, change in role / responsibilities, self reporting from coachees as well as coaches."
Performance and Diversity Metrics	<ul style="list-style-type: none"> - Leadership effectiveness scores - Employee engagement indices, NPS - Team performance and retention metrics - Diversity metrics: progression, retention, representation in leadership 	"We tracked leadership effectiveness scores, managerial effectiveness surveys, employee engagement indices, Net promoter score, team performance matrices, and retention matrices. For diversity, we monitored progression and retention of diverse talent, representation in leadership pipeline."
Impact Reporting and Dashboards	<ul style="list-style-type: none"> - Coaching engagement dashboard - Pulse service and success stories - Regular reporting to executive leadership on coaching outcomes 	"We supported all of these qualitative and quantitative indicators through our coaching engagement dashboard, Pulse Service, and Success Stories. These were periodically published to the executive leadership talking about the behavior, mindset and inclusion shifts."

Que 5: What lessons have emerged from implementing coaching culture, and how do you ensure sustainability?

Table 34 Description of Segment 4 Question 5

Sub-Themes	Sub-Codes	Quotes
Leadership Sponsorship and Alignment	<ul style="list-style-type: none"> - CEO's vision and alignment with coaching - Senior leadership buy-in as crucial for success 	"Leadership sponsorship and alignment with the CEO's vision were critically for employee buy-in."
Coachee Hesitancy and Initial Push	<ul style="list-style-type: none"> - Employee resistance initially to coaching - Need for initial push to overcome hesitancy 	"Employees are often hesitant to engage in coaching at first but once they overcome initial resistance the journey can be live transforming..."

Building Internal Coaching Capability	<ul style="list-style-type: none"> - Internal coaches trained and certified - Reducing dependency on external coaches - Coaching accessibility through internal coaches 	"Building internal coaching capability reduced dependency on external coaches and increased accessibility and maintained quality of coaching."
Sustainability and Shorter Engagements	<ul style="list-style-type: none"> - Shorter coaching engagements (3–6 months) - Addressing coachee discontinuity 	"Limited coach availability and coachees discontinuing due to shifting priorities or role change. To ensure sustainability, we structure shorter engagements..."
Streamlined Processes and Digital Platforms	<ul style="list-style-type: none"> - Streamlined portal for coach-coachee connections - Reduced administrative intervention 	"Having a streamlined portal to let coaches and coachees connect, log progress, coaching hours instead of relying on constant human intervention..."
Creating a Collective Ecosystem	<ul style="list-style-type: none"> - Creating internal coaching talent pool - Mentoring and leadership support for sustainability 	"The importance of building an internal coaching talent pool was the first step... we ended up creating a talent pool of 50 coaches internally certified..."
Sustainability through Integration into Leadership Development	<ul style="list-style-type: none"> - Integration with leadership development - Coaching as part of promotion and talent review cycles 	"Performance management conversation and talent reviews, all of these were tied up with coaching..."
Tracking and Monitoring Coaching Effectiveness	<ul style="list-style-type: none"> - Tracking coaching engagement through an internal portal - Satisfaction scores and data insights 	"By integrating these coaches into the system it automatically became a self-sustaining rather than being dependent on the talent development..."

Que 6: How would you describe the current state of coaching culture in your organization? What evidence do you see that coaching behaviors are embedded in daily operations?

Table 35 Description of Segment 4 Question 6

Sub-Themes	Sub-Codes	Quotes
Coaching as a Part of Everyday Operations	<ul style="list-style-type: none"> - Coaching integrated into leadership programs - Coaching embedded in onboarding - Coaching used for decision making and performance 	"Coaching is embedded as a part of organizations everyday operations. Through its integration into leadership programs, onboarding and on-demand business needs, employees and managers naturally leverage coaching to enhance collaboration decision making and performance."
Recognition and Industry Validation	<ul style="list-style-type: none"> - Awards and recognition for coaching culture success 	"The organizations commitment to fostering a robust coaching culture has been recognised by the industry as well. We received the award for 'Innovative and impactful practices in coaching' at the coaching culture circle awards powered uExcelerate for two consecutive years in a row."
Growing Awareness of Coaching	<ul style="list-style-type: none"> - Increased participation in coaching culture - Managers and team members acknowledging behavior change 	"i) Current adoption is primarily among those who actively seek support. ii) When team members and managers acknowledge meaningful behavior changes, they serve as evidence."
Slow Adoption	<ul style="list-style-type: none"> - Slow adoption - Increased stress on external coaching 	"Moving slowly. There is an increased realization of the importance of coaching - many senior leaders want to receive coaching, and there is a lot of stress on getting external coaches. Less focus on coaching internally."
Formal and Informal Coaching Systems	<ul style="list-style-type: none"> - Formal mentoring programs - Informal peer learning and feedback systems 	"Our coaching culture is characterized by systematic yet dynamic approach aimed at leadership development at scale. You can see this through formal mentor-mentee partnerships, development conversations between the managers and coach and coachee relationships."
Employee Engagement and Retention Impact	<ul style="list-style-type: none"> - Improved employee engagement - Increased retention - Positive feedback from new joiners 	"We are also seeing this real impact through better employee engagement scores, more people choosing to stay and grow with us, hence our retention. We have seen in some of the projects where earlier retention was quite high, it has come down significantly."

Onboarding and Coaching Conversations	- Increased focus on development rather than performance appraisals	"The new induction survey has also become better. Wherein the new joiners sharing that they are having better connects with their managers, much more frequent and the focus is not just on the corrective actions, rather focus is on the development, developing business acumen to understand the business landscape."
Integration of Technology and Future Improvements	- Use of technology to enhance coaching - Onboarding new managers into coaching systems	"While we have built strong foundations on coaching through equipping managers to have more and more coaching conversations through active listening and asking powerful questions, we are still working on making the system even become much more better through use of technology."

Que 7: What specific coaching programs or initiatives are currently in place? How long have these been running, and what's the participation rate?

Table 36 Description of Segment 4 Question 7

Sub-Themes	Sub-Codes	Quotes
Formal Leadership Development Programs	- Global Leadership Development Program - Emerging Leadership Development Program - Women Leadership Development Program - Vld and Ild Programs	"Coaching is embedded across all 4 leadership development programs several of which run on an yearly basis: 1. The global leadership development program partnering with Strata6 which is targeted at Senior leaders. 2. The emerging leadership development program catered to mid-senior level leaders. 3. The women leadership development program specifically aimed at women in tech leadership roles partnering with case western university. 4. Vld and Ild programs which are internally designed for first-time leaders."
Custom Coaching for Employees	- Coaching for new joiners - Coaching for role transitions - Personal coaching for	"We currently leverage our pool of certified coaches to support employees who seek coaching. The initiatives can be categorized as coaching for new joiners, employees transitioning into new roles, women leaders and individuals addressing personal challenges impacting growth and productivity."

Executive Coaching		overcoming challenges - Coaching for CXO and N-1 layers	"One on one Executive coaching. These have their own budgetary constraints and hence it is mostly the CXO and their N-1 layers that are looked at."
Coaching and Leadership Pipeline Development		- Leadership development initiatives - Large participation across leadership levels	"As part of a larger organization mandate of developing leaders from within, there are multi-level leadership development initiatives that are in place wherein coaching as a skill is heavily leveraged."
Diversity and Inclusivity Coaching Programs	and in	- Women Leaders Development Program - Global One Leadership Development Program	"We also have a Women Leaders Development Programme conducted in collaboration with K Ferry and then there is Global One Leadership Development Programme which is quite internally driven."
Impact Participation Metrics	and	- Over 300 first-time managers trained - 200 seasoned managers trained - High potential leaders in Emerging Leaders Program	"Currently, all these programmes have been in place from last 4 to 5 years. Coaching specifically is in place from last four years and the participation rate currently what we see is so far over 300 first-time managers, 200 seasoned managers have gone through leadership development and enhancement program apart from that 40 high potential leaders within the director and associate director levels have gone through Emerging Leaders Development Program."
Internal Coaching Talent Pool		- 50+ internal certified coaches - Coaching as an additional responsibility	"We also have 100+ employees since the inception of GLD who have gone through the GLD program. Currently, we have 8 GLD program graduates in the ecosystem. We also have a coaching talent pool of 50+ leaders who are part of The core group that engages employees in one-on-one conversations for leveraging coaching skills."
Coaching Core Responsibility	as a	- Coaching integrated into leadership role development - 70/30 leadership	"This initiative is also plugged in into the way we see as 70-30 bifurcation of the role contribution to continually build leadership pipeline. Herein 70% of the focus that every leader within the organization has is towards

responsibility split	their functional goals and 30% is towards their own development and development of their team members."
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Que 8: How do you address the unique challenges women face in leadership development? What specific coaching approaches or techniques work best?

Table 37 Description of Segment 4 Question 8

Sub-Themes	Sub-Codes	Quotes
Work-life integration pressures	- Balancing work and personal life	"The first one is managing work-life integration pressures."
Gender Bias and Stereotypes	- Overcoming gender biases and stereotypes	"Navigating gender bias and stereotypes, limited access to senior level mentors, receiving less actionable feedback than male peers."
Imposter Syndrome	- Overcoming self-doubt	"Overcoming imposter syndrome and self-talk."
Confidence Building	- Creating psychologically safe spaces - Addressing self-limiting beliefs	"Coaching approaches or support system that coaching engagement provides is in the area of confidence building, wherein the psychologically safe spaces are created for authentic expressions, helping women leaders address the self-limiting beliefs and build executive presence."
Skill Development	- Negotiation skills - Self-advocacy - Strategic thinking	"Negotiating and self-advocacy is one such support that coaching engagement brings in complemented by communication style enhancement, strategic thinking, decision making, building resilience and adaptability."
Support Systems and Mentorship	- Senior mentors and sponsors	"Flexible development option provide helping them with coaching engagement or giving them access to senior mentors thus getting them to a platform where they can have where they find a sponsor to their talent."
Celebrating Achievements	- Acknowledging and celebrating wins	"Celebrating wins and achievement is an important part of the coaching engagement."
Feedback Mechanisms	- Consistent and honest feedback	"Focusing on strengths and opportunities and providing consistent and honest feedback."
Awareness of Unique Needs	- Understanding the specific	"While the capabilities/competencies do not change, the way they are perceived and executed

Overcoming Internal Barriers	challenges women face - Breaking self-imposed barriers	changes when looked at from a woman leader's perspective." "There are many self-imposed beliefs and perceptions and inner walls that women leaders struggle with. What would work is to make them aware of these and also make them aware of the fact that it is they who have the power to break free."
Personal and Professional Growth	- Uncovering opportunities - Empowering women to continue leadership journeys	"I have seen first-hand how transformative coaching can be. It helped women leaders uncover new opportunities, explore different levers for growth and develop both personally and professionally. Many participants shared how the coaching experience empowered them to continue their leadership journey, seek ongoing guidance and extended coaching journeys beyond the program."

Ques 9: How has AI technologies assisted in the evaluation and enhancement of coaching culture within your organization?

Table 38 Description of Segment 4 Question 9

Sub-Themes	Sub-Codes	Quotes
Operational Efficiency	- Reducing time-consuming tasks - Streamlining administrative processes	"AI has the power to take care of many of the operational aspects that become a very time consuming affair."
Enhancing Accessibility	- Scaling coaching access - Providing everyone with a coaching experience	"AI could play a role by ensuring that everyone gets a flavor of the coaching process and then, we can have really serious people coming forth."
Tracking Engagement & Feedback	- Gathering feedback from coachees - Measuring coaching effectiveness	"A very simple system that was initially put in place was around coach-coaching engagement wherein after every coaching engagement a quick three-question survey would come up which would measure the overall experience of the coachee."
Personalized Coach-Coachee Matching	- Smart matching based on preferences and specializations	"The system enabled us in making smart matching in terms of coachee preferences and coach specializations."

Data-Driven Insights	- Tracking coaching effectiveness - Analyzing employee engagement patterns	"From there on we moved into the data-driven insights to track coaching effectiveness and employee engagement patterns, bringing in service excellence survey, MyPulse survey into the system."
Integrating with Business Outcomes	- Aligning coaching with promotion and talent reviews	"Combining talent reviews outcomes, promotion cycle outcomes, and plugging that into the ecosystem from where the recommendation for coaching will come in."
Coachee Ownership	- Empowering coachees to own their development	"The recommendation from the system brings coachees onto a level of conversation where they take ownership of their development agenda."
Personal Connection	- Complementing AI with human interaction	"It is also important that we complement that AI platforms with human touch in our coaching relationships."
Continual Learning and Development	- Providing resources for ongoing learning	"Udemy base Licenses were also given to the coaches and the coachees both for them to continually keep their skills upgraded."

Ques 10: What role do AI-powered assessments and learning platforms play in fostering coaching culture?

Table 39 Description of Segment 4 Question 10

Sub-Themes	Sub-Codes	Quotes
Operational Efficiency	- Reducing administrative workload - Streamlining scheduling and reminders	"AI-powered platforms take care of the operational aspects and recording of progress. That helps in reducing the human hours required on these efforts. Auto mailers can go out for scheduling, appointments, sharing templates, timelines etc."
Enhanced Engagement & Visibility	- Tracking progress and outcomes - Sharing success stories and testimonials	"This platform can also help in enhancing the visibility of the initiative and sharing success stories and testimonials. This will greatly help in growing the tribe."
Personalized Coaching Experience	- Matching coach and coachee based on profiles - Personalized learning paths	"AI-powered assessments and platforms can support coaching culture by helping identify the right coach-coachee match based on their profiles."

Data-Driven Insights	- Analyzing coaching patterns - Tracking progress and coaching outcomes	"The data-driven insights from these platforms can be leveraged to observe coaching patterns, track progress and demonstrate coaching outcomes."
Balancing Technology and Human Interaction	- Complementing, not replacing, human connection - Maintaining trust and empathy in coaching	"While AI can enhance and streamline the processes, the human touch of – trust, empathy and connection between coaches and coachees must always remain at the heart of coaching."
Personalized Insights & Adaptive Learning Scalability and Accessibility	- Targeted skill gap analysis - Adaptive learning recommendations - Making coaching accessible to a larger group - Enabling scalable coaching models	"These tools have helped us through targeted skill gap analysis, adaptive learning recommendations, performance tracking and practice and virtual practice environments." "We see potential to integrate such tools to make coaching more accessible and impactful."
Human Touch in Coaching	- Balancing AI with personal connections	"While technology enhances our coaching capability, it complements rather than replaces human interaction. The key is balancing digital insights with personal connections."

Segment 5 - Research & culture audit team members

Ques 1: Based on your assessment experience, what percentage of IT organizations would you say have successfully adopted coaching culture? Describe the adoption patterns you observe - what differentiates organizations that succeed versus those that struggle?

Table 40 Description of Segment 5 Question 1

Sub-Themes	Sub-Codes	Quotes
Percentage of Successful Adoption	- 25-35% of IT organizations have genuinely adopted a coaching culture - 50% of organizations have	"From my perspective, approximately 25-35% of IT organizations have genuinely adopted a coaching culture. I would say a good 50% of IT organizations have adopted coaching in some form or the other."

	coaching in some form	
Factors Driving Successful Adoption	<ul style="list-style-type: none"> - Leadership commitment - Structured training programs - Integration with organizational strategy 	"Successful adoption is driven by top leadership commitment and coaching intervention owners giving structured training programs, and integration with organizational strategy."
Patterns in Coaching Adoption	<ul style="list-style-type: none"> - Small initial steps (e.g., external coaches for soft skills) - Deep integration (internal coaches, cultural shift) 	"Some organizations start small, by introducing a couple of external coaches for soft skills, some organizations introduce coaching more deeply, by building an internal coaching culture with internal coaches."
Big Picture Planning and Vision	<ul style="list-style-type: none"> - Clear vision and strategy for coaching adoption - Organizations with a comprehensive plan tend to succeed - Lack of long-term vision and planning leads to failure 	"Those organizations that have a big picture plan and can see how and where they want to see coaching have an impact over the coming years tend to follow through with building and weaving it into the culture deeply."
Challenges and Failures in Adoption	<ul style="list-style-type: none"> - Lack of clear ownership and direction - Sporadic or inconsistent coaching efforts - Lack of leadership buy-in and funding 	"Organizations that struggle tend to lack clear ownership, have sporadic or inconsistent coaching efforts, and do not link coaching outcomes to business metrics."
Impact of Leadership and Support	<ul style="list-style-type: none"> - Leadership buy-in is essential for success - Failure to secure leadership support leads to failure - Funding and resources are necessary for sustaining coaching efforts 	"Organizations that don't put a lot of thought into the big picture results and vision they are hoping to achieve through coaching tend to get overwhelmed without a lack of direction, fail to get leadership buy in, funding and support and eventually drop the project all together."

Ques 2: What stages of coaching culture maturity do you typically see in IT organizations? Describe the characteristics of organizations at different maturity levels and how you identify where they fall on this spectrum?

Table 41 Description of Segment 5 Question 2

Sub-Themes	Sub-Codes	Quotes
Stages of Maturity	<ul style="list-style-type: none"> - Awareness - Experimentation - Integration - Embedded Culture 	"Stages typically include (as observed): 1) Awareness, 2) Experimentation, 3) Integration, and 4) Embedded Culture."
Characteristics of Less Mature Organizations	<ul style="list-style-type: none"> - Focus on informal coaching - Pilot programs - Coaching is not deeply embedded into organizational processes 	"Less mature organizations focus on informal coaching and pilot programs."
Characteristics of Mature Organizations	<ul style="list-style-type: none"> - Coaching integrated into performance management - Coaching integrated into leadership development - Focus on measurable impact (e.g., ROI) 	"Mature ones integrate coaching into performance management and leadership development."
Assessment of Maturity Levels	<ul style="list-style-type: none"> - Mapping coaching practices to stages - Interviewing different hierarchy levels - Internal assessment tools to identify maturity 	"Assessment involves mapping practices to these stages and interviewing different hierarchy levels. We have our own assessment to identify the levels."
Maturity Level 2	<ul style="list-style-type: none"> - Strong strategy - Link to company culture - Coaching is no longer transactional but becomes part of the culture 	"At level 2, the coaching culture has matured enough to have a strong strategy and link to the company's culture. Coaching is no longer transactional but rather starts weaving itself into the company's culture."
Maturity Level 3	<ul style="list-style-type: none"> - ROI measurement of coaching culture - Building internal coaches - Coaching becomes 	"At level 3, you can start to measure and evaluate the ROI of the coaching culture. Many organizations also start building internal coaches at this level as well."

measurable and
evaluable

Ques 3: What are the most significant barriers preventing IT organizations from developing effective coaching cultures? Based on your assessments, what consistently blocks successful adoption?

Table 42 Description of Segment 5 Question 3

Sub-Themes	Sub-Codes	Quotes
Lack of Leadership Buy-in	- Leadership not seeing the impact - Loss of financial and team support when leadership doesn't buy in	"Lack of leadership buy-in. Many times, the coaching culture initiative is enthusiastically started and pushed by the L&D team. However, if the leadership team fails to see the impact of this initiative, then it very quickly loses financial and team support from the organization."
Inadequate Resources	- Insufficient training resources - Competing priorities that limit coaching activities	"Barriers include lack of leadership buy-in, inadequate training resources, skepticism about ROI, and resistance to change. Often, there are competing priorities and insufficient time allocated for coaching activities."

Ques 4: How do IT organizations typically fail in their coaching culture initiatives? Share specific examples of failed implementations and what went wrong in these cases.

Table 43 Description of Segment 5 Question 4

Sub-Themes	Sub-Codes	Quotes
Poor Alignment with Business Needs	- Misalignment between coaching objectives and business goals - Lack of focus on how coaching ties to organizational needs	"Failures usually happen due to poor alignment between coaching objectives and business needs..."
Absence of Follow-through Post-Training	- Lack of action after training - No consistent effort to integrate coaching into daily work	"Absence of follow-through post-training, and lack of accountability mechanisms."

Lack of Leadership Engagement	- Senior leadership not involved or committed - Absence of top-down support for the initiative	"One IT company rolled out coaching without senior leadership engagement, resulting in little sustained adoption."
Labeling Training as Coaching	- Mislabeling of training as coaching - Inadequate engagement during workshops - No two-way communication	"Labeling training as coaching and making employees sit through hours of workshops without two-way engagement during the session."
Poor Communication and Awareness Building	- Failure to communicate the value of coaching - Employees unaware of the benefits of coaching	"Lack of communication and awareness building among the employees thus failing to garner the enthusiasm and willingness to take part in coaching sessions..."
Failure to Communicate Psychological Safety	- Employees hesitant to engage in coaching due to lack of confidentiality - Fear of information being shared with managers	"Failure to communicate psychological safety - this point ties in with point 2 - employees are hesitant to join coaching sessions as they are not sure about the confidentiality of what they share and if it will be shared with their managers."
Lack of Accountability Mechanisms	- Absence of accountability for coaching progress - No clear follow-up on outcomes and development	"Failures usually happen due to poor alignment between coaching objectives and business needs, absence of follow-through post-training, and lack of accountability mechanisms."

Question 5: Thematic Analysis for "In your assessments, what evidence have you found linking coaching culture to improved workplace performance in IT organizations? What specific performance improvements do you consistently observe in organizations with mature coaching cultures?"

Main Theme: Linking Coaching Culture to Improved Workplace Performance in IT Organizations

Table 44 Description of Segment 5 Question 5

Sub-Themes	Sub-Codes	Quotes
High Satisfaction Among Coachees	- 90% satisfaction rate among coachees - Positive feedback and testimonials from coachees	"90% of the people who get coaching are satisfied with it."
Clear Behavioral Shifts	- Measurable improvements in employee behavior - Positive changes in performance metrics (sales, retention, etc.)	"In organizations that had ROI metrics in place, a clear shift in behaviour could be measured through metrics such as improvement in sales numbers, employee retention, employee satisfaction etc."
Leadership Development and Clarity	- Improved leadership skills - Coachees report greater clarity in decision-making and overcoming hurdles	"In conversations with the coachees, there was a lot of praise for how the coaching culture had helped them gain clarity, overcome hurdles and become better leaders."
Stakeholder Involvement	- Stakeholder engagement in coaching programs - Clear execution of coaching initiatives aligned with organizational goals	"Involvement of stakeholders, leaders, organizers would be aware of what they are doing and execute according to the plan."

Que 6: How do you measure or validate that coaching culture is actually driving performance improvements rather than other organizational factors? What methodology do you use to establish this connection?

Table 45 Description of Segment 5 Question 6

Sub-Themes	Sub-Codes	Quotes
Primary Research and Observational Patterns	- First-hand primary research - Observing patterns in coaching culture	"First hand primary research gives out the pattern of coaching culture maturity. I used the model to do first-hand understanding the organization and its availability then FGD and HR rounds to get consolidated books."

	maturity	
	- Collecting data from HR rounds and FGDs	
uExcelerate's ROI Model	- Four-level model to measure ROI	"uExcelerate's ROI model uses four levels to measure ROI. Through this model we measure both behavior shift and how this behavior shift is impacting the business outcomes selected by the organization."
	- Measuring behavior shift and business outcomes	
	- Balancing both behavior shifts and business outcomes	
Holistic Measurement	- Assessing both behavior shift and business impact	"In this way, we are able to get a good measure of both wit
	- Avoiding exclusion of either behavior or business outcomes	

Que 7: Across your research/audits, what relationship have you observed between coaching culture and women's advancement into leadership roles in IT organizations? Provide specific data, trends, or examples that illustrate this connection."

Table 46 Description of Segment 5 Question 7

Sub-Themes	Sub-Codes	Quotes
Promotion of Women into Leadership Roles	- Mature coaching cultures promote more women into leadership roles	"Organizations with mature coaching cultures tend to promote more women into leadership roles. They actively use sponsorship and mentoring programs, provide tailored coaching interventions for women leaders, and have more inclusive talent pipelines."
	- Tailored coaching interventions for women leaders	
Focus on Women Empowerment	- Coaching culture initiatives focus on women empowerment	"We have seen organizations specifically focus their coaching culture initiatives towards women empowerment in the workplace, which has been a refreshing change to see."
	- Support for women in leadership through specific programs	

Lack of Specific Data	- No concrete data shared but observations based on audits - Lack of quantitative data but qualitative evidence of women advancement	"Unfortunately, I do not have any specific data I can share for this
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Que 8: Thematic Analysis for "Across your research/audits, what relationship have you observed between coaching culture and women's advancement into leadership roles in IT organizations? Provide specific data, trends, or examples that illustrate this connection."

Table 47 Description of Segment 5 Question 8

Sub-Themes	Sub-Codes	Quotes
Effective Strategies for Women's Empowerment	- Use of digital coaching platforms for wider accessibility - Leveraging analytics to personalize coaching - Automating administrative processes for tracking and feedback	"Effective strategies include using digital coaching platforms for wider accessibility, leveraging analytics to personalize coaching, and automating administrative processes for ongoing tracking and feedback."
Virtual Group Coaching and Blended Learning	- Virtual group coaching and blended learning as common enablers - Wider access to coaching programs and leadership development	"Virtual group coaching and blended learning are common enablers."
Focus on Women Empowerment	- Organizations focus on empowering women through coaching culture initiatives - Coaching programs	"We have seen organizations specifically focus their coaching culture initiatives towards women empowerment in the workplace, which has been a refreshing change to see."

Lack of Specific Data	tailored to women to promote leadership roles - No quantitative data provided - Observational and qualitative evidence instead	"Unfortunately, I do not have any specific data I can share for this."
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Que 9: How are IT organizations using digital technologies, platforms, or tools to build and scale their coaching culture? Based on your assessments, what digital enablement strategies are most effective for coaching culture development?

Main Theme: Digital Technologies and Platforms for Coaching Culture in IT Organizations

Table 48 Description of Segment 5 Question 9

Sub-Themes	Sub-Codes	Quotes
Use of Digital Tools for Program Management	- Digital tools used to manage coaching programs - Track coaching activities - Monitor and maintain logs	"They use it to manage coaching programs only."
Effectiveness of Digital Tools	- Impact-tracking tools are the most effective for coaching culture development - Measurement of coaching success through digital platforms	"The most effective are still unclear at this point but a digital tool that shows the impact is most effective for coaching culture development."
Use of Digital Coaching Platforms	- Adoption of digital coaching platforms like uExcelerate and Skillsoft - Enhancing coaching culture through external platforms	"Many organizations have also started leveraging digital coaching platforms such as uExcelerate and Skillsoft to enhance the coaching culture within the organization."

Lack of Digital Technology Adoption	- Limited use of digital tools in many organizations - Use of basic tools like Excel for tracking and logging	"While a great deal of IT organizations have not implemented digital technologies to a great extent at this point, they are still using excel to track and maintain logs."
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Question 10: Thematic Analysis for "What impact have you observed from automation and AI technologies on coaching interventions in IT organizations? How are these technologies changing coaching practices, and what are the benefits or challenges you've seen?"

Main Theme: Impact of AI and Automation on Coaching Interventions in IT Organizations

Table 49 Description of Segment 5 Question 10

Sub-Themes	Sub-Codes	Quotes
Streamlining Coaching Administration	- AI and automation streamline administration of coaching sessions - Improved session management for both coaches and coachees	"AI technologies act as a gateway to human coaching. Many skeptical people try AI coaching, see the advantage of coaching sessions and then sign on for human coaching as well. Digital platforms powered by AI have made session management easier and smoother for both coaches and coachees."
Micro-Coaching via Chatbots	- Use of chatbots for micro-coaching and personalized developmental journeys - AI as a means to support continuous coaching	"AI and automation are streamlining coaching administration, enabling micro-coaching via chatbots, and personalizing developmental journeys."
ROI Tracking and Program Success	- Digital platforms powered by AI track ROI and success of coaching programs - Data-driven insights generated through AI	"The platforms allow you to track ROI and success of the program as well."
Challenges in Adoption	- Difficulty for senior employees to adopt AI technologies - Resistance to	"The challenge is that senior employees have a hard time adopting to technologies and so it is harder to push them to try these technologies."

Benefits of AI and Automation	technology adoption by experienced employees - Increased efficiency and scalability of coaching programs - Enhanced insights from data and automation	"Benefits are efficiency, scalability, and enhanced insight generation."
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4.2.3 Searching for themes

In the phase 3, the purpose is to analyze the data collected initially and then primarily coded which were then finally drawn into themes. There are different codes identified for the data set which focuses on analyzing the broader level of themes instead of codes, including sorting of codes into potential themes and relevant coded data extracts within identified themes. The code analysis helps to combine them for forming an overarching theme.

As per the different segments of respondents -“Business Heads/ HR/ Tech Leaders/ Delivery Heads” “Women potential Leaders with leadership development program & coaching completed”, "senior leadership", "Research & culture audit team members", and “HR Enablers in Coaching culture organization”—key patterns and insights were identified that reflect the underlying dynamics of coaching culture and its impact within organizations. The process involves a thorough review of sub-codes, which represent specific data points or behaviors, to derive broader sub-themes that highlight the critical factors driving success or presenting challenges in coaching culture adoption. Each sub-theme is grounded in detailed sub-codes, which provide a nuanced understanding of how organizations implement and sustain coaching initiatives.

For instance, in "Women potential Leaders with leadership development program & coaching completed", the sub-codes such as overcoming self-doubt, building self-belief,

and reducing subconscious bias combine to form the sub-theme confidence building and self-advocacy for women leaders. This sub-theme reflects how coaching interventions are designed to help women break through internal barriers and develop the confidence needed to pursue leadership roles. Similarly, in "senior leader", sub-codes like CEO's vision alignment with coaching, leadership sponsorship, and coaching as a way of working come together to form the sub-theme leadership buy-in and organizational commitment to coaching culture. This sub-theme highlights the crucial role of leadership support in the successful implementation and sustainability of coaching culture within an organization.

In "Research & culture audit team members", the sub-codes lack of leadership buy-in, resistance to change, and limited resources contribute to the sub-theme barriers to developing effective coaching cultures. This sub-theme emphasizes the challenges faced by organizations when leadership support is weak or when resources for coaching programs are insufficient. Lastly, "HR enablers" presents sub-codes like training internal leaders to become certified coaches, reducing dependence on external coaches, and internal coaching capability building, which form the sub-theme internal coaching development and capability building. This sub-theme underscores the importance of developing internal coaching talent to ensure that coaching becomes embedded in the organization's leadership development strategy, reducing the reliance on external coaches.

By carefully examining the sub-codes and grouping them into sub-themes, we are able to identify the key factors that drive or hinder the success of coaching cultures. This step in the data analysis process lays the foundation for the next phase, where we will synthesize these sub-themes into overarching main themes that provide a comprehensive understanding of the coaching culture dynamics within organization

4.2.4 Reviewing themes

The phase four reviewing themes primarily focuses on reviewing themes that are broadly generated and refining them for themes to be taken into consideration. In this phase, some themes are discouraged as they don't have enough data for supporting and data was mostly diverse and merging into similar themes. The criteria for selecting themes were to remove repetitive content and then categorize each into meaningful pattern with clear and identifiable distinctions among them. In this step of reviewing themes, which is the crucial stage in the thematic analysis where the preliminary themes found are examined and refined again. In this process, every theme should essentially be clearly threading the underlying data. Primary objective is to understand that themes should not overlap with initial and secondary codes. Codes are now systematically arranged in groups under the refined themes offering concrete evidence for every concept.

Initially, sub codes were identified—the smallest, most specific data points extracted from the files—which captured detailed behaviors, challenges, and actions. These sub-codes were then grouped into sub-themes, which reflect more abstract concepts that arose from the data. For instance, in “Women potential Leaders with leadership development program & coaching completed”, sub-codes such as overcoming self-doubt, building self-belief, and reducing subconscious bias formed the sub-theme confidence building and self-advocacy for women leaders. Upon a thorough review and analysis, it was refined and this sub-theme was considered into the main theme empowerment through coaching for women leaders, which encapsulates how coaching interventions specifically empower women by addressing internal barriers and fostering the confidence needed to take on leadership roles.

Similarly, in the "senior leadership" file, the sub-theme leadership buy-in and organizational commitment to coaching culture was derived from sub-codes such as CEO's vision alignment with coaching, leadership sponsorship, and coaching as a way of working.

Through careful refinement, this sub-theme evolved into the main theme leadership alignment as a driver of coaching success. This theme underscores the importance of leadership alignment and sponsorship in successfully embedding coaching practices within an organization's core values and operational strategy.

In the "Research & culture audit team members" file, the sub-theme barriers to developing effective coaching cultures emerged from sub-codes like lack of leadership buy-in, resistance to change, and limited resources. After refining this sub-theme, we synthesized it into the main theme challenges in coaching culture adoption. This main theme highlights the obstacles that organizations face when attempting to adopt and sustain coaching cultures, particularly the need for leadership commitment and sufficient resources to ensure the long-term effectiveness of coaching initiatives.

From "HR Enablers in Coaching culture organization", the sub-theme internal coaching development and capability building emerged from sub-codes such as training internal leaders to become certified coaches, reducing dependence on external coaches, and internal coaching capability building. After careful consideration, this sub-theme was refined into the main theme building sustainable coaching ecosystems. This main theme reflects the strategic importance of cultivating internal coaching capabilities to ensure that coaching becomes an integral, sustainable part of the leadership development framework within organizations.

This process is used to generate all segments questions. By reviewing and refining the sub-themes, I have created main themes that provide a structured, cohesive understanding of the factors influencing the success or challenges of coaching culture adoption. These main themes reflect the broader organizational dynamics and are critical for understanding how coaching influences leadership development, organizational culture, and performance outcomes. This process ensures that the insights derived are not

only theoretically sound but also practically applicable to real-world organizational settings. Moving forward, these main themes will serve as a foundation for further analysis and will guide the development of actionable recommendations for enhancing coaching practices, supporting leadership development, and fostering sustainable organizational growth.

4.2.5 Defining and naming themes

After searching for themes and reviewing them, following final themes with theme description are observed for each open-ended question and its recorded responses. The purpose was to gather how associated codes falls under category of final themes. After review, themes are finally named as per the requirement of the question and responses.

Segment 1 - Business Heads/ Tech Leaders/ Delivery Heads/ Learning and development (L&D) (General Group)

Table 50 Phase 5 for Segment 1

Question	Main Theme	Main Description	Theme	Sub-Codes
How does coaching specifically contribute to creating more inclusive and diverse technology organizations?	Coaching as a Catalyst for Inclusion and Psychological Safety in Tech Organizations	The role of coaching in promoting inclusion, increasing emotional intelligence, and supporting underrepresented groups in tech organizations.	of in	- Self-Awareness as a Gateway to Inclusion - Empowerment of Marginalized and Underrepresented Voices - Psychological Safety and Belonging through Coaching Dialogues - Inclusive Leadership and Emotional Intelligence Development - Organizational Programs that Target

<p>How do senior leaders in your organization view coaching, and what role have they played in supporting the development of a coaching culture?</p>	<p>Senior Leadership as Strategic Enablers of Coaching Culture</p>	<p>The involvement of senior leaders in fostering a coaching culture through visible sponsorship, modeling coaching behaviors, and embedding coaching into organizational strategy and culture.</p>	<p>Inclusion via Coaching - Visible Sponsorship and Endorsement - Modeling and Practicing Coach-Like Behaviors - Embedding Coaching in Organizational Strategy and Culture - Creating Safe and Open Communication Spaces - Early Stage Adoption and Cultural Resistance</p>
<p>How do you perceive the value of coaching culture in enhancing employee performance, leadership development, and gender diversity in your organization?</p>	<p>Coaching Culture as a Strategic Driver for Performance, Leadership, and Diversity</p>	<p>The value of coaching in driving employee performance, leadership development, and promoting gender diversity within the organization.</p>	<p>- Coaching as a Growth Lever for Employee Performance - Leadership Development through Coaching - Coaching and Gender Diversity Advancement - Coaching Creating Safe Spaces for Development - Coaching for Organizational Performance</p>
<p>What are the primary challenges your organization faces in fostering a coaching culture, and how have these been addressed or planned for in the future?</p>	<p>Challenges in Fostering a Coaching Culture</p>	<p>The challenges faced by organizations in developing a coaching culture, including structural, cultural, and managerial obstacles, and how these challenges are being addressed.</p>	<p>- Lack of Formal Structure and Continuity - Awareness and Buy-In from Employees - Time Constraints and Workload - Leadership and Managerial Challenges - Cultural Resistance and Mindset Shifts - Lack of Coaching Infrastructure</p>

<p>How do you see your Managers adopting coaching approaches to influence team's performance, skill development, and career growth conversations?</p>	<p>Managers as Coaches: Influencing Performance and Growth</p>	<p>The role of managers in adopting coaching techniques to influence team performance, skill development, and career growth conversations.</p>	<p>- Shift from Directive to Developmental Leadership - Adoption of Coaching as a Skill-Development Tool - Coaching for Individual and Team Performance - Role of Coaching in Career Growth Conversations - Training and Support for Managers as Coaches</p>
<p>Based on your experience, how do you see coaching culture, women's advancement, and organizational performance interconnecting?</p>	<p>The Interconnection of Coaching Culture, Women's Advancement, and Organizational Performance</p>	<p>How coaching culture supports women's advancement in leadership, enhances organizational performance, and promotes diversity.</p>	<p>- Coaching as a Catalyst for Women's Advancement - Psychological Safety and Leadership Development for Women - Coaching's Impact on Organizational Performance - Coaching and Mentoring Programs for Women's Leadership - Coaching as a Bridge Between Inclusion and Performance Excellence</p>
<p>What role does HR play in the coaching culture development, and how are they supporting the implementation of coaching initiatives?</p>	<p>HR's Role in Building and Sustaining a Coaching Culture</p>	<p>The role of HR in driving and supporting coaching culture development through frameworks, tools, and collaboration with leadership.</p>	<p>- HR as a Catalyst and Bridge - HR as a Transformational Force - Frameworks, Tools, and Training - Collaboration with Learning and Development (L&D) - Embedding Coaching in Performance and Talent Strategy</p>
<p>How would a coaching culture</p>	<p>Coaching Culture as a</p>	<p>The impact of coaching culture on</p>	<p>- Boosting Employee Engagement -</p>

contribute to improving employee engagement and leadership development for women in your organization, and how can this impact gender diversity in leadership roles?	Lever Employee Engagement and Women's Leadership Development	for improving employee engagement, supporting women's leadership development, and advancing gender diversity in leadership roles.	Empowering Women through Coaching - Coaching for Gender Diversity in Leadership - Increasing Leadership Readiness for Women - Creating Safe Spaces for Women in Leadership
How can AI technologies assist in the evaluation and enhancement of coaching culture within your organization?	AI as a Tool for Evaluating and Enhancing Coaching Culture	The role of AI technologies in evaluating and enhancing coaching culture through data-driven insights, personalized coaching journeys, and progress tracking.	- Data-Driven Insights for Coaching Effectiveness - Personalizing Coaching Journeys - Tracking Progress and Measuring Impact - AI as a Support Tool for Coaches - Amplifying Human Coaching
In your view, what role do AI-powered assessments and learning platforms play in fostering coaching culture?	AI-Powered Assessments and Learning Platforms Enhancing Coaching Culture	How AI-powered platforms enhance coaching culture by providing personalized learning paths, continuous feedback, and supporting scalable coaching initiatives.	- Personalized Learning and Growth - Continuous Feedback Mechanisms - AI Enhancing Coaching with Data Insights - Facilitating Scalable Coaching - AI Supporting Coaching with Virtual Role-plays

Segment 2 - Women potential Leaders with leadership development program & coaching completed

Table 51 Phase 5 for Segment 2

Question	Main Theme	Main Theme Description	Sub-Codes
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How has coaching influenced your career progression and leadership aspirations?	Coaching's Influence on Career Progression and Leadership Aspirations	The impact of coaching on self-awareness, confidence, leadership skills, and long-term career aspirations.	- Self-Awareness and Confidence - Empathy and Emotional Intelligence - Goal Setting and Focus - Leadership Development - Confidence in Leadership Role
What unique challenges have you faced as a woman in technology, and how has coaching helped you address them?	Coaching as a Tool for Addressing Gender-Specific Challenges in Technology	The specific challenges women face in tech and how coaching helps address issues like self-doubt, communication, unconscious bias, and leadership opportunities.	- Building Confidence and Overcoming Self-Doubt - Improving Communication and Assertiveness - Overcoming Unconscious Bias and Low Trust - Empowerment through Coaching and Self-Advocacy - Navigating Prejudices and Societal Expectations - Leadership Opportunities and Professional Development
In what ways has coaching affected your confidence in technical decision-making and workplace interactions?	Coaching's Impact on Technical Decision-Making Confidence and Workplace Interactions	The role of coaching in enhancing confidence in technical decisions, improving communication, and fostering collaboration in workplace interactions.	- Confidence in Technical Decision-Making - Improved Communication and Collaboration - Overcoming Fear of Speaking Up - Improved Interpersonal Skills and Team Trust - Assertiveness and Clear Communication - Improved Critical Thinking and Problem Solving - Confidence in Contributing to Proposals
How do you perceive the coaching's impact on enhanced collaboration and	Coaching's Impact on	How coaching has enhanced	- Enhanced Collaboration and

impact of coaching on your ability to collaborate and contribute within your team?	Collaboration, Contribution, and Team Dynamics	collaboration, trust, and the ability to contribute effectively within team dynamics.	Constructive Engagement - Increased Approachability and Support - Building Confidence and Trust - Refined Interpersonal Skills and Emotional Intelligence - Networking and Relationship Building - Handling Difficult Situations and Stakeholder Collaboration
What aspects of your coaching experience have been most valuable for your long-term career growth?	Coaching's Impact on Long-Term Career Growth and Leadership Development	The aspects of coaching that have had the most impact on long-term career growth, self-awareness, and leadership development.	- Self-Awareness and Confidence Building - Trust and Empathy in Building Relationships - Continuous Learning and Self-Improvement - Strategic Thinking and Leadership Development - Self-Belief and Confidence in Career Path - Stakeholder Management and Decision-Making
How would you describe your organization's approach to developing people and leaders? What role does coaching play in your people development strategy?	Organization's Approach to People Development and the Role of Coaching	Describes the organization's proactive approach to people development through coaching and mentorship, and its role in preparing future leaders.	- Proactive Development Approach - Personalized Coaching and Leadership Preparation - Open Communication and Accessibility - Internal Leadership Development - Holistic Development and Skill Enhancement - Supportive Culture and Equal Opportunity - Building a Strong Workforce through Coaching

What evidence do you see that coaching behaviors are embedded in your organization's culture?	Evidence of Coaching Behaviors in Organizational Culture	Evidence of coaching behaviors in the organization's culture, such as open dialogue, mentoring initiatives, and alignment with organizational values.	<ul style="list-style-type: none"> - Encouraging Open Dialogue and Constructive Feedback - Regular Check-ins and Mentoring Initiatives - Training and Development for Management - Alignment with Organizational Values - Continuous Feedback and Improvement - Curriculum Enhancement for Learning and Development - Active Listening and Open-Ended Questioning - Providing Constructive Feedback and Recognition - Goal-Setting and Reflection Techniques - Building Trust and Empowerment - Inclusivity and Transparency - Facilitating Growth and Innovation through Reflection and Feedback - Positive Encouragement and Support - Collaboration and Problem-Solving
How do you personally model coaching behaviors in your leadership style? What specific coaching techniques or approaches do you use?	Modeling Coaching Behaviors in Leadership Style	How leaders model coaching behaviors in their style, including techniques like active listening, providing feedback, and fostering inclusivity and collaboration.	

Segment 3 - Senior Leadership

Table 52 Phase 5 for Segment 3

Question	Main Theme	Main Theme Description	Sub-Codes
What was the organizational context that led to	Organizational Drivers behind the Development	Focus on the organizational factors that drove	<ul style="list-style-type: none"> - Leadership Development and Succession Planning

building a coaching culture?	of a Coaching Culture	the establishment of a coaching culture, including leadership development, adaptability, and talent transformation.	Adapting to Changing Business and Technology Landscape - Cultural and Organizational Transformation - Focus on Upskilling and Talent Transformation - Coaching as a Key Element in Transformation
How do you define and measure the effectiveness of coaching culture in your workplace?	Defining and Measuring the Effectiveness of Coaching Culture	Explores the methods and metrics used to evaluate the effectiveness of coaching culture, including performance improvement, talent development, and informal indicators of success.	- Organizational Performance Improvement - Talent Development and Promotion - Informal Indicators of Success - Patience and Long-term Transformation - Alignment with Organizational Objectives - Key Performance Indicators (KPIs) - Indirect Measurement via Stakeholder Feedback - Project Success and Proposal Rates
What evidence demonstrates the impact of coaching culture on organizational performance and employee outcomes?	Impact Evidence of Coaching Culture on Organizational and Employee Outcomes	Evidence of coaching culture's impact on organizational performance, leadership, and employee outcomes such as satisfaction, engagement, and retention.	- Improved Organizational Performance Metrics - Early-Stage Implementation and Emerging Evidence - Enhanced Client and Employee Satisfaction - Improved Leadership and Managerial Practices - Employee Engagement and Experience Indicators

<p>What are the primary challenges your organization faces in fostering a coaching culture, and how have these been addressed or planned for in the future?</p>	<p>Challenges in Fostering a Coaching Culture and Addressing Them</p>	<p>The challenges encountered in developing a coaching culture, such as leadership focus, trust-building, time constraints, and resistance to change, and how they are addressed.</p>	<p>- Leadership Focus and Priority - Building Trust and Relationships - Expectations vs. Coaching Outcomes - Time Commitments by Coachees - Coverage and Participation at All Levels - Resistance to Change and Cultural Barriers - Organizational Change Management</p>
<p>How do you see coaching contributing to building a stronger leadership pipeline, especially for women?</p>	<p>Coaching's Contribution to Strengthening the Leadership Pipeline, Especially for Women</p>	<p>The role of coaching in fostering leadership development and overcoming barriers that limit women's advancement into leadership positions.</p>	<p>- Empowerment and Self-Realization - Diversity and Inclusion in Leadership - Overcoming Barriers and Glass Ceilings - Coaching as a Tool for Self-Belief and Bias Reduction - Role of HR and L&D in Coaching for Women - Active Participation and Accountability of Women</p>
<p>Based on your experience, how do you see coaching culture, women's advancement, and organizational performance interconnecting?</p>	<p>Interconnection between Coaching Culture, Women's Advancement, and Organizational Performance</p>	<p>Exploring the relationship between coaching culture, the advancement of women in leadership roles, and overall organizational performance.</p>	<p>- Coaching's Role in Overcoming Barriers - Amplification of Benefits Through Coaching Culture - Development of Internal Talent - Coaching Beyond Gender and Performance - Minimizing Biases Through Coaching - Gender Equality and Collective Success -</p>

<p>What role does HR play in the coaching culture development, and how are they supporting the implementation of coaching initiatives?</p>	<p>HR's Role in Coaching Culture Development and Implementation</p>	<p>The critical role HR plays in driving and supporting coaching culture development, including setting up frameworks, monitoring progress, and resolving issues.</p>	<p>Social and Family Influence on Gender Equality - Building Diverse Work Groups - Enabling Coaching Framework and Leadership Alignment - Feedback Loop and Space for Growth - Making Coaching Accessible - Rolling Out and Monitoring Coaching Programs - Resolving Deviations and Streamlining Communication - Supporting Employee Welfare and Building Strong Ecosystems - Encouraging Volunteering and Empathy - Creating Formal and Informal Coaching Groups</p>
<p>How would a coaching culture contribute to improving employee engagement and leadership development for women in your organization, and how can this impact gender diversity in leadership roles?</p>	<p>Coaching Culture's Contribution to Employee Engagement, Leadership Development for Women, and Gender Diversity</p>	<p>Examining how coaching culture can enhance employee engagement, especially for women, and its role in advancing gender diversity in leadership roles.</p>	<p>- Building Communication and Counseling Bridges - Impact on Gender Diversity in Leadership - Focus on Diversity and Inclusion - Leadership Mentorship and Guidance</p>
<p>How can AI technologies assist in the evaluation and enhancement of coaching culture within your organization?</p>	<p>The Role of AI in Evaluating and Enhancing Coaching Culture</p>	<p>The use of AI to enhance coaching culture through data analysis, feedback loops, process optimization, and</p>	<p>- AI for Analytics and Framework Governance - Coaching Process Optimization - AI as a Complement to Human Coaching -</p>

		supporting human coaching efforts.	Short Feedback Loops and Course Correction - AI to Enhance Self-Reflection and Growth - Behavioral and Situational Evaluation
In your view, what role do AI-powered assessments and learning platforms play in fostering coaching culture?	Role of AI-Powered Assessments and Learning Platforms in Fostering Coaching Culture	The role AI-powered assessments and learning platforms play in fostering a coaching culture by providing personalized learning, continuous feedback, and supporting coaching decisions with data-driven insights.	- AI in Learning and Program Alignment - Supplemental Support and Human Interaction - AI for Assessment and Data-Driven Insights - AI in Decision Making and Program Enhancement - Driving Behavioral Change and Employee Engagement - Impact of AI on Coaching Culture

Segment 4 - HR Enablers in Coaching culture organisation

Table 53 Phase 5 for Segment 4

Question	Main Theme	Main Theme Description	Sub-Codes
How was the coaching culture initiative designed and rolled out in your organization?	Design and Rollout of Coaching Culture Initiative in IT Organizations	Describes how the coaching culture initiative was designed and integrated within the organization, focusing on alignment with the CEO's vision, internal coaching development, and	- Alignment with Organizational Vision - Internal Coaching Development - Coaching Integration into Leadership Development - Phased Approach - Digital Platform and Tracking - Leadership Sponsorship and Success Stories

What frameworks or systems have been most effective in embedding coaching practices?	Effective Frameworks and Systems for Embedding Coaching Practices in IT Organizations	the use of digital platforms. Details the frameworks and systems that have been effective in embedding coaching practices, such as internal coaching portals, leadership development, and ongoing coaching initiatives.	- Internal Coaching Portal - Mentoring and Coaching Portals - Ongoing Coaching Initiative - Structured Leadership Development Programs - Internal Coaching Capability Building - Coaching for Emerging Leaders - Support System for Leadership Challenges
How were coaching interventions tailored to support women's career advancement in technology roles?	Coaching Interventions Supporting Women's Career Advancement in Technology Roles	Discusses coaching interventions designed to support women in technology roles, with a focus on leadership development, overcoming challenges, and building leadership skills.	- Leadership Development for Women in Tech - Blended Learning and Coaching Support - Phased Approach for Coaching - CEO Sponsorship and DEI Commitment - Impact and Outcomes of Coaching
What metrics or indicators do you use to assess the impact of coaching on performance and diversity?	Metrics and Indicators for Assessing Coaching Impact on Performance and Diversity	Focuses on the metrics used to assess the impact of coaching, particularly in terms of performance improvement and diversity outcomes.	- Kirkpatrick Model for Evaluation - Exploring Key Metrics - Coaching Engagement Metrics - Performance and Diversity Metrics - Impact Reporting and Dashboards
What lessons have emerged from implementing coaching culture, and how do you ensure sustainability?	Lessons and Sustainability in Coaching Culture Implementation	Discusses the lessons learned from implementing coaching culture and the strategies to ensure its sustainability, including	- Leadership Sponsorship and Alignment - Coachee Hesitancy and Initial Push - Building Internal Coaching Capability - Sustainability and

		leadership support, internal coaching development, and streamlined processes.	Shorter Engagements - Streamlined Processes and Digital Platforms - Creating a Collective Ecosystem - Sustainability through Integration into Leadership Development - Tracking and Monitoring Coaching Effectiveness
How would you describe the current state of coaching culture in your organization? What evidence do you see that coaching behaviors are embedded in daily operations?	Coaching Culture Integration	Describes the integration of coaching into everyday operations, with evidence of coaching behaviors being embedded in leadership programs, onboarding, and decision-making.	- Coaching as a Part of Everyday Operations - Recognition and Industry Validation - Growing Awareness of Coaching - Slow Adoption - Formal and Informal Coaching Systems - Employee Engagement and Retention Impact - Onboarding and Coaching Conversations - Integration of Technology and Future Improvements
What specific coaching programs or initiatives are currently in place? How long have these been running, and what's the participation rate?	Coaching Program Structure and Reach	Lists the coaching programs currently in place, their duration, and participation rates, focusing on leadership development at various organizational levels.	- Formal Leadership Development Programs - Custom Coaching for Employees - Executive Coaching - Coaching and Leadership Pipeline Development - Diversity and Inclusivity in Coaching Programs - Impact and Participation Metrics - Internal Coaching Talent Pool - Coaching

<p>How do you address the unique challenges women face in leadership development? What specific coaching approaches or techniques work best?</p>	<p>Challenges Faced by Women in Leadership</p>	<p>Discusses the specific challenges women face in leadership roles and how coaching approaches are tailored to overcome these challenges, such as work-life integration, gender bias, and self-doubt.</p>	<p>as a Core Responsibility</p> <ul style="list-style-type: none"> - Work-life integration pressures - Gender bias and stereotypes - Imposter syndrome - Coaching Approaches to Address Women's Challenges - Confidence Building - Skill Development - Support Systems and Mentorship - Celebrating Achievements - Feedback Mechanisms - Tailored Coaching for Women Leaders - Awareness of Unique Needs - Overcoming Internal Barriers - Impact of Coaching on Women's Career Advancement
<p>How has AI technologies assisted in the evaluation and enhancement of coaching culture within your organization?</p>	<p>AI Integration in Coaching Culture</p>	<p>Describes how AI technologies have been used to streamline administrative tasks, track engagement, and enhance coaching culture through personalized insights and matching.</p>	<ul style="list-style-type: none"> - Operational Efficiency - Enhancing Accessibility - AI-Driven Insights and Evaluation - Tracking Engagement & Feedback - Personalized Coach-Coachee Matching - Data-Driven Insights - Integrating with Business Outcomes - Coachee Ownership - AI & Human Touch Balance
<p>What role do AI-powered assessments and learning platforms</p>	<p>AI-Powered Assessments and Learning Platforms for Coaching Culture</p>	<p>Explores the role of AI-powered platforms in supporting coaching culture by</p>	<ul style="list-style-type: none"> - Operational Efficiency - Enhanced Engagement & Visibility - Personalized Coaching

play in fostering coaching culture?	providing personalized coaching experiences, tracking progress, and offering data-driven insights.	Experience - Data-Driven Insights - Balancing Technology and Human Interaction - AI-Driven Learning & Development - Scalability and Accessibility - AI & Human Connection
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Segment 5 - Research & culture audit team members

Table 54 Phase 5 for Segment 5

Question	Main Theme	Main Theme Description	Sub-Codes
Based on your assessment experience, what percentage of IT organizations would you say have successfully adopted coaching culture? Describe the adoption patterns you observe - what differentiates organizations that succeed versus those that struggle?	Adoption Patterns and Success Factors for Coaching Culture in IT Organizations	Analyzes the adoption patterns and success factors of coaching culture in IT organizations, including leadership commitment, structured training, and integration with organizational strategy.	- Percentage of Successful Adoption - Factors Driving Successful Adoption - Patterns in Coaching Adoption - Big Picture Planning and Vision - Challenges and Failures in Adoption - Impact of Leadership and Support
What stages of coaching culture maturity do you typically see in IT organizations? Describe the characteristics of organizations at different maturity levels and how you identify where they fall on this spectrum?	Stages of Coaching Culture Maturity in IT Organizations	Examines the stages of coaching culture maturity in organizations, from awareness to deep integration, and the characteristics that define organizations at each level of maturity.	- Stages of Maturity - Characteristics of Less Mature Organizations - Characteristics of Mature Organizations - Assessment of Maturity Levels - Maturity Level 2 - Maturity Level 3

<p>What are the most significant barriers preventing IT organizations from developing effective coaching cultures? Based on your assessments, what consistently blocks successful adoption?</p>	<p>Barriers to Developing Effective Coaching Cultures in IT Organizations</p>	<p>Identifies the key barriers preventing successful coaching culture adoption in IT organizations, including leadership buy-in, resources, and resistance to change.</p>	<p>- Lack of Leadership Buy-in - Inadequate Resources - Skepticism About ROI - Resistance to Change</p>
<p>How do IT organizations typically fail in their coaching culture initiatives? Share specific examples of failed implementations and what went wrong in these cases.</p>	<p>Failures in Coaching Culture Initiatives in IT Organizations</p>	<p>Focuses on how IT organizations fail in coaching culture initiatives, with examples of poor alignment, lack of follow-through, and insufficient leadership engagement.</p>	<p>- Poor Alignment with Business Needs - Absence of Follow-through Post-Training - Lack of Leadership Engagement - Labeling Training as Coaching - Poor Communication and Awareness Building - Failure to Communicate Psychological Safety - Lack of Accountability Mechanisms</p>
<p>In your assessments, what evidence have you found linking coaching culture to improved workplace performance in IT organizations? What specific performance improvements do you consistently observe in organizations with mature coaching cultures?</p>	<p>Linking Coaching Culture to Improved Workplace Performance in IT Organizations</p>	<p>Describes the impact of coaching culture on workplace performance, with specific metrics such as satisfaction, leadership development, and behavior shifts.</p>	<p>- High Satisfaction Among Coachees - Clear Behavioral Shifts - Leadership Development and Clarity - Stakeholder Involvement</p>
<p>How do you measure or validate that coaching culture is</p>	<p>Measuring and Validating the Impact of</p>	<p>Discusses how the impact of coaching culture is</p>	<p>- Primary Research and Observational Patterns -</p>

<p>actually driving performance improvements rather than other organizational factors? What methodology do you use to establish this connection?</p>	<p>Coaching Culture on Performance Improvements</p>	<p>measured, including primary research, ROI and holistic measurement approaches.</p>	<p>uExcelerate's ROI Model - Holistic Measurement</p>
<p>Across your research/audits, what relationship have you observed between coaching culture and women's advancement into leadership roles in IT organizations? Provide specific data, trends, or examples that illustrate this connection.</p>	<p>Relationship Between Coaching Culture and Women's Advancement in Leadership Roles in IT Organizations</p>	<p>Examines the link between coaching culture and the advancement of women into leadership roles in IT organizations, with a focus on empowerment and tailored coaching interventions.</p>	<p>- Promotion of Women into Leadership Roles - Focus on Women Empowerment - Lack of Specific Data</p>
<p>Across your research/audits, what relationship have you observed between coaching culture and women's advancement into leadership roles in IT organizations? Provide specific data, trends, or examples that illustrate this connection.</p>	<p>Relationship Between Coaching Culture and Women's Advancement in Leadership Roles in IT Organizations</p>	<p>Further exploration of the relationship between coaching culture and women's advancement into leadership roles in IT organizations, with a focus on empowerment and digital coaching platforms.</p>	<p>- Effective Strategies for Women's Empowerment - Virtual Group Coaching and Blended Learning - Focus on Women Empowerment</p>
<p>How are IT organizations using digital technologies, platforms, or tools to build and scale their coaching culture? Based on your assessments, what digital enablement</p>	<p>Digital Technologies and Platforms for Coaching Culture in IT Organizations</p>	<p>Describes the role of digital technologies and platforms in scaling coaching culture within IT organizations, including tools for program</p>	<p>- Use of Digital Tools for Program Management - Effectiveness of Digital Tools - Use of Digital Coaching Platforms - Lack of Digital Technology Adoption</p>

strategies are most effective for coaching culture development?		management, coaching platforms, and digital enablement strategies.	
What impact have you observed from automation and AI technologies on coaching interventions in IT organizations? How are these technologies changing coaching practices, and what are the benefits or challenges you've seen?	Impact of AI and Automation on Coaching Interventions in IT Organizations	Focuses on how automation and AI technologies are influencing coaching interventions, with insights into their benefits, such as streamlined administration and micro-coaching, as well as challenges like resistance to technology adoption.	- Streamlining Coaching Administration - Micro-Coaching via Chatbots - ROI Tracking and Program Success - Challenges in Adoption - Benefits of AI and Automation

4.2.6 Writing the report

In the phase 6, the set of fully worked out themes involving the final analysis and write up for the report is provided. The task for write-up of thematic analysis will depicts how the data convinces the readers of the merits and validity of the analysis. The themes are documented where data extracts are converted into coherent, concise, and logical themes respectively. The tables explored the initial codes and secondary codes which are then analyzed effectively to prepare themes. Henceforth, the different themes are presented in the write-up in the report.

Outcome of Data Analysis

The thematic analysis provides compelling evidence that coaching culture plays a pivotal role in shaping workplace performance, leadership development, and capability

building among women leaders in the IT sector. The experiential narratives reveal that coaching interventions cultivate strategic thinking, emotional intelligence, and self-awareness—core capabilities essential for leadership progression. Women participants reported enhanced confidence, clarity in decision-making, and improved collaboration, all of which contributed to elevated team and individual performance. The analysis also demonstrates that coaching acts as a catalyst for addressing systemic barriers such as unconscious bias, self-doubt, and limited leadership visibility, thus directly supporting gender diversity and inclusion goals. Senior leaders and HR enablers highlighted coaching as a driver of cultural transformation and leadership pipeline development, further validating its role in capability building. By leveraging qualitative insights, the analysis delivers forward-looking perspectives on how embedding coaching practices across organizational levels can create inclusive, high-performing workplaces and support the sustained advancement of women into leadership roles.

4.4 Conclusion

The data analysis presented in this chapter highlights the pivotal role of coaching culture in shaping organizational outcomes, enhancing leadership development, and fostering gender diversity within IT organizations in India. Through the application of Braun and Clarke's thematic analysis framework, several key themes have emerged, offering nuanced insights into the complex dynamics at play within the organizations studied.

The findings indicate that coaching culture is not merely a developmental tool but a strategic enabler of organizational performance, with substantial impact on leadership effectiveness, employee engagement, and inclusivity. Central to this analysis was the exploration of coaching's role in empowering women in technology, where participants

consistently reported gains in self-awareness, confidence, and leadership capabilities. These coaching interventions were shown to effectively address systemic barriers such as unconscious bias, gender stereotypes, and imposter syndrome, creating pathways for women to advance into leadership roles.

Moreover, the results underscore the critical importance of leadership alignment and HR support in fostering a sustainable coaching culture. Senior leaders' visible sponsorship and commitment to coaching were identified as essential drivers of successful coaching culture adoption, while HR played a key role in embedding coaching into organizational structures and processes. The integration of coaching practices into leadership development programs, coupled with the strategic use of digital platforms, was found to significantly enhance coaching scalability and accessibility across the organization.

The analysis also highlighted several barriers that organizations face in establishing effective coaching cultures, including resistance to change, lack of resources, and insufficient leadership buy-in. These challenges were often mitigated by phased coaching rollouts, digital tools for tracking progress, and a focus on building internal coaching capabilities to reduce dependency on external coaches.

CHAPTER V:

DISCUSSION

5.1 Discussion of Segment 1 - Business Heads/Tech Leaders/Delivery Heads/Learning and Development (L&D) (General Group)

In this segment, views of heads of business, technology, delivery and learning and development (L&D) teams were explored to know what they think about coaching culture and how it is integrated in organizations. The analysis shows a high correlation between coaching culture and leadership development, employee performance and organizational growth with coaching practices often highlighting as a key to maintaining high performance teams and inclusivity. Several themes emerged which are discussed in this discussion and provide insights on how these groups see coaching interventions as effective and problematic within their organizations.

One of the biggest takeaways from this segment was the agreement on the role of coaching culture as a key enabler of leadership and employee development. The business heads, technology leaders and delivery heads emphasized that coaching interventions have brought direct improvement in leadership effectiveness, decision making skills and performance improvement of teams. The focus on self-awareness and emotional intelligence development through coaching was also highlighted as a crucial aspect, as it is believed to develop empathetic and visionary leaders who can successfully handle organizational challenges and drive innovation. For example, several respondents commented that coaching initiatives, particularly for emerging leaders, supported their development in terms of strategic thinking, greater self-confidence and communication skills. These results are consistent with the existing literature that supports the notion that coaching is part and parcel to the development of leadership capabilities, especially in more dynamic sectors such as technology and IT. Furthermore, integrating coaching into leadership development programs ensures that coaching is not only effective in producing effective leaders, but that leadership development is also aligned with business goals and contributes to a culture of continuous improvement.

The discussion also highlighted that many organizations followed a well-structured coaching strategy as part of their overall learning culture. This approach was often led by leadership intent and aimed at aligning coaching to organizational priorities so that it was used as a strategic lever for people and business transformation. Companies that demonstrated maturity in their coaching practices took a deliberate approach using formal leadership development programs and internal coaching capability building. Through combining internal certification programs, peer coaching, and digital coaching platforms, these organizations developed a scalable model that built coaching into the very fabric of their culture. The coaching strategy was not perceived as a mere HR-led activity but as an inherent organizational philosophy that focused on continuous learning, reflecting and improving. This process was also used to ensure that individual learning objectives were aligned to business priorities, so that employee engagement, leadership development and business outcomes would be co-evolved.

A key theme that emerged from the data was the importance of leadership sponsorship in setting up and maintaining a coaching culture. Both business and tech leaders emphasized that the success of coaching initiatives is highly dependent on the level of engagement and commitment of the senior leadership. The adoption of coaching culture was, more often than not, associated with active support for coaching programs from leadership, which is vital in order to resource coaching programs, align coaching programs with organizational priorities and for coaching to be regarded as a strategic tool and not merely a developmental one. This finding supports other studies that highlight the importance of leadership buy-in in organizational change and culture transformation. The alignment of coaching with the vision of senior leadership for the organizational success seems to be an important factor in the acceptance and integration of coaching culture.

Without this type of endorsement, coaching programs are sometimes challenged in the areas of resources, engagement, and sustainability over the long term.

Equally important was the ability of the organization to adopt change in order to transform. For coaching culture to work, companies had to show themselves as ready for change, at the structural and behavioral levels. This process required the fostering of an attitude of openness, feedback and flexibility between teams and levels of leadership. Organizations where coaching has been adopted successfully as a transformative practice have not treated coaching as a remedial exercise but as an innovation and growth enabler. They aligned the outcomes of coaching with organizational change initiatives, such as digital transformation, leadership transitions, or culture renewal, so that coaching directly contributed to business agility and resilience. The alignment with change also meant creating psychological safety and creating the conditions where employees could have reflective dialogue, without fear of judgment. This openness drove learning at a faster pace and leaders modeled the behaviors expected in a coaching culture. By linking coaching with transformation agendas, companies were able to foster work environments where lifelong learning and the ability to adapt to change was apart of the DNA of the organization.

In line with a new trend in organizational learning, the use of digital platforms was identified as a critical enabler to scale coaching interventions. Both L&D teams and business leaders confirmed that digital technologies such as coaching portals and progress tracking systems have contributed greatly towards making coaching programs more accessible and effective. These platforms enabled organizations to track the results of coaching, monitor the progress of individual coachees, and gain valuable insights into the overall effectiveness of coaching interventions. The use of digital media was identified as especially useful in overcoming some of the logistical limitations of traditional coaching

approaches such as time constraints, geographic limitations, and the scalability of coaching interventions. Further, the embedding of AI and data-informed intelligence into these platforms was seen as a step towards providing a better level of personalized coaching to individuals, which continues to support the organization's mission to bring leaders to scale. These findings are in line with the increasing literature on how technology is shaping modern coaching practices by making it more flexible, scalable and data-driven.

A variable of great importance that came up was the organizational infrastructure and structure in relation to supporting transformational learning. The leaders of companies that had mature coaching cultures had a robust internal infrastructure-both digital and human-that supported learning and development. These included leadership development academies, digital learning platforms, and structured feedback systems to track coaching progress, measure behavioral changes, and link individual growth to business outcomes. HR and L&D teams played a central role in maintaining this infrastructure by ensuring alignment between talent processes, coaching frameworks and organizational goals. Moreover, the creation of internal coaching communities, mentoring networks and peer learning circles formed a self-sustaining ecosystem where coaching behaviors were continuously reinforced. This structural support gave coaching culture the backbone to thrive beyond single programs to not only become a permanent part of organizational transformation, but also ensuring it is not a time-bound intervention.

While there was a general understanding of the benefits of coaching culture, the data also indicated a number of obstacles that remained to its successful implementation and scaling: A common theme across business leaders, technology leaders and L&D people was the difficulty of engaging resistance to coaching, especially amongst senior leaders and managers. A number of respondents suggested that coaching, particularly for leadership development, was sometimes mistrusted because it was perceived as a 'soft'

intervention, rather than a strategic intervention. Furthermore, some organizations suffered from inconsistent engagement with coaching programs, which was commonly due to time constraints, competing priorities or an unclear understanding of the value that coaching can provide. This is a well-known issue in the coaching culture literature where sporadic or inconsistent implementation results in problems to implement coaching as a regular organizational practice. To break through these barriers, organizations have shifted to making sure that coaching is connected to business results, and that it is built into existing leadership development structures. This approach can help to reinforce the importance of coaching and its linkage to tangible organizational outcomes, such as increased performance, employee engagement, and retention.

One specific area of relevance from the findings in this section was the understanding that coaching culture was helpful in moving the organization forward for diversity and inclusion (D&I). Business heads and L&D teams underlined that coaching has been an important tool in facilitating the progression of underrepresented groups, especially women, into leadership positions. Specifically, the female coaching programs in the information technology sector were shown to have a powerful effect on helping participants to overcome structural barriers, gender discrimination, and to develop the self-efficacy needed for advancement. The data analysis found that coaching interventions specifically targeted at women leaders, such as leadership development programs with a focus on communication skills, negotiation strategies, and self-advocacy were especially effective in building a pipeline of women in leadership positions. As coaching programs can be closely aligned to the D&I development goals of an organization, it shows that coaching culture can be effective in promoting gender equity and more inclusive workplaces - which is critical for enabling long-term organizational success in the tech industry.

In terms of sustainability, the data indicated the evolution in the understanding that coaching culture is not a one-off project. Both L&D teams and business leaders emphasized the need to make coaching part of the organizational culture and ensure that coaching is integrated into leadership development, performance review and talent management processes. This integration in the long-term is key in maintaining the culture of coaching and ensuring its continued value over time. It was also concluded that organizations with a more mature coaching culture were more likely to have mechanisms for monitoring and assessing long-term impact of coaching on leadership development, performance outcomes, and employee engagement. This emphasis on sustainability follows the overall trends in the leadership development field where organizations are intensifying their efforts in developing long-lasting, scalable solutions that produce sustained growth and performance. Well strategic purpose, readiness for change and strong structural foundations are therefore the corner stones of a learning culture that supports both organizational transformation and individual empowerment; hence coaching is not simply a developmental intervention but a pillar of the modern learning organization.

5.2 Discussion of Segment 2 - Women potential Leaders with leadership development program & coaching completed

The second part of the data analysis focused on those women who have attended leadership development programs and coaching interventions. The second portion of the thesis was written on the position of coaching in the leadership potential of women and specifically on the role of coaching and leadership development in their career development and the confidence of women as well as leaders in organizations. The findings and results of this cohort gave a number of insights into how coaching and leadership

development programs for women have been transformative, what the barriers for them have been, and what organizational practices have enabled or hindered them.

One of the most important factors for women leaders in the analyzed data was coaching to boost confidence and self-belief. Coachees and participants of leadership development programs reported significant gains in confidence, particularly in the areas of technical decision making, effective communication, and handling difficult workplace situations. As one respondent put it, the coaching process enabled them to "develop self-awareness and confidence," which in turn resulted in a sense of empowerment and clarity in decision-making. This is in line with findings in the literature where confidence building has been recognized as one of the most important aspects of leadership development, especially for women who have to constantly overcome systemic barriers such as unconscious bias and self-doubt. Coaching helped these women to create a psychologically safe space to challenge the limiting beliefs they carry within themselves, reflect on their leadership style and identify opportunities for growth. Through the coaching engagement, many noted that they were able to overcome the imposter syndrome, which is a common psychological phenomenon that undermines women's confidence in their readiness to lead.

The findings also show that organizations took a strategic approach to designing coaching and leadership initiatives for women and linked these initiatives into wider learning and development objectives. The coaching approach used by these organizations went beyond generic development programs and was instead competency-based development with individual coaching. These programs integrated individual coaching, leadership simulations, and group mentoring for comprehensive development. The most positive programs followed a structured approach in which internal and external coaches worked together to provide tailored interventions regarding women's professional needs, leadership potential and organizational position. This strategic plan integrated coaching

into leadership succession planning and talent management cycles, so that coaching was truly seen as a long-term asset and not a quick developmental effort. What they found is that by connecting coaching to organizational goals, companies were able to foster a culture of learning, which not only strengthened women's leadership potential, but also helped to build gender diversity in strategic roles.

Another important theme that emerged from the analysis was that of the role of differentiated coaching interventions in women's leadership development. Specifically, cognitive skills as well as interpersonal skills such as negotiation, strategic thinking, and self-advocacy were thought to be especially effective coaching topics. Participants reported that coaching on an individual level allowed them to acquire practical skills that they consider essential for leadership such as conflict management and assertive communication. The coaching process was characterized as one that focused on "communication and negotiation skills" which assisted them stand up for themselves in organizational politics and decision-making situations. These results confirm previous studies that indicate that personalized, context-based coaching interventions help women negotiate the complicated gendered realities of corporate institutions. By working on both personal and professional development aspects of their lives, coaching meant that these women were able to create a strong leadership toolkit that enabled them to effectively compete for higher-level roles and overcome systemic barriers to moving on.

The study also brought out how being in alignment with change for transformation was crucial in the success of such coaching initiatives. For many women, involvement in leadership development and coaching were cultural and personal shifts - requiring them to learn new ways of thinking about authority, influence and work-life integration. Organizational readiness for this change was manifested in how companies enabled open dialogue and flexibility in redefining the leadership norms. This cultural fit was

strengthened through the leadership of high-level leaders who promoted the practice of inclusive leadership which helped in reducing resistance and acceptance of women in traditionally male-dominated areas. Coaching interventions were a catalyst for this transformation by offering a structured route for behavioral change and mind-set re-alignment. As women gained confidence and a voice, they also became the driving force for change—they challenged the old notion of leadership and created more inclusive and collaborative work cultures. Thus, the congruence between organizational change and coaching results not only empowered women but also triggered a much wider cultural evolution in the organizations.

In addition to skill-building, coaching interventions were found to have been particularly effective in addressing gender-specific issues that women in leadership positions encountered. Women had to face different challenges like gender discrimination, lack of mentors, and societal expectations related to their behavior and performance. Coaching helped by providing safe spaces for conversation where women could face these barriers without being judged or retaliated against. Many participants reported that coaching helped them to "overcome unconscious bias and low trust" with their resilience, authenticity, and self-advocacy. While there is some coaching that only scratches the surface of skill gaps, there are many cases where women have reported deep psychological changes that enable them to lead confidently despite the constraints of structures and social norms.

The leadership development programs also significantly contributed to the creation of peer connection and learning networks among women leaders. Participants underscored the importance of networking with other participants who are facing similar issues as being one of the most empowering aspects of the coaching process. Group coaching and support circles of peers gave women the opportunity to share their experiences and learn from each

other, and build solidarity. The peer-based nature of these networks worked well because it provided for the beneficiaries an informal yet strong support system that fostered a continuous reflection and collaboration. For many women, these networks were informal mentorship and sponsorship platforms that helped them gain access to guidance, visibility and advocacy that they may not have otherwise been able to access in male-dominated leadership structures.

The results also provide further support for the importance of organizational infrastructure and structural support in sustaining coaching and learning initiatives for women. The most successful programs were embedded into an entire ecosystem that was supported by leadership commitment, HR models and DEI infrastructure. This included digital learning platforms, internal leadership academies and feedback systems which tracked coaching progress and development outcomes. The presence of organizational HR enablers and executive sponsor ensured that coaching results were linked to organizational outcomes such as promotion, engagement scores and leadership readiness. The systems not only codified coaching practices, but also produced accountability and visibility for women's leadership development. The CEO's visible leadership investment in DEI and his own proactive involvement in DEI efforts further solidified the infrastructure needed for sustainable change. This holistic infrastructure - a combination of human and digital systems - enabled coaching to move from an individual development exercise to a transformation mechanism for the organization.

Another important finding was the positive impact of coaching on tangible performance outcomes, such as engagement and leadership effectiveness. The women who participated in the coaching and leadership development programs showed increased levels of satisfaction in their role and showed measurable improvements in leadership outcomes. Many reported that their teams showed better collaboration, better communication and

increased productivity after their coaching engagement. The data also indicated a 3-4% higher engagement score and an upward trend in promotion rates among the participants and demonstrates that coaching is a direct contributor to both personal growth and organizational performance. These results are indicative of the interconnectivity between coaching culture, performance excellence, and gender inclusive leadership development.

Despite these positive results, getting long-term engagement in coaching programs has always been a challenge. Senior women leaders in particular were time constrained and had changing priorities to be coached with on a regular basis. Some of the participants observed that the focus of the organizations tended to be short-term and more on business results and this tends to dissipate continuity to coaching initiatives. These problems underscore the importance of a long-term commitment from the organization, specific resources and a systemic integration of coaching into key HR and performance management processes. Coaching should become a continuous cycle of reflection, learning and transformation embedded within performance reviews, leadership development plans and succession frameworks to ensure its long-term sustainability. When complementing with strong infrastructure, strong leadership sponsorship, and a culture that values continuous development, then coaching is not only a development tool, but a pillar of a flourishing learning culture - one that can transform not only careers, but organizational ecosystems.

5.3 Discussion of Segment 3 - Senior Leadership

The third section of the data analysis examines the views of senior leaders in organizations about the development and impact of coaching cultures in their organizations. This segment provides important information on how senior leaders view coaching as a strategic tool to improve organizational performance, leadership

development, and building a learning-oriented culture. The analysis finds recurring themes of leadership buy-in, organizational commitment and the strategic role of coaching in shaping future leadership pipelines - especially in driving performance, inclusion and gender diversity.

A major observation of this segment is the importance of leadership sponsorship and strategic alignment with an organization's vision. Senior leaders have a strategic role to play in making coaching a part of the governance design of their organization, being visible advocates of the coaching culture and making sure that the organization's coaching strategy informs its overall development strategy. Many leaders emphasized that the purpose of coaching initiatives was designed in direct alignment to the CEO vision of creating a "coaching and conversational culture". This strategic alignment ensured that coaching did not come across as being a standalone HR program but as part of the organization transformation. Positioned in this way, coaching was raised from a developmental activity to a strategic enabler of performance excellence and cultural cohesion. "We found that executive-level leadership commitment was essential to overcoming initial resistance, gaining long-term investment, and incorporating coaching into daily leadership and decision-making practices."

Senior leaders also stressed that the organization's coaching approach changed to a systematic and long-term approach that integrated coaching at hierarchical levels. The data was suggestive that effective organizations employ a deliberate coaching strategy grounded in leadership capability development, organizational values, and continuous learning principles. Senior executives outlined efforts in which coaching frameworks were integrated into leadership development programs, performance reviews and succession planning systems. These frameworks were created to establish clarity about the objectives of coaching, standardize methodologies and measure the development impact, at an

individual and organizational level. As a result of that strategic integration, coaching could advance beyond episodic interventions and become one of the core components of an organization's learning ecosystem. This holistic approach embodies the spirit of a mature learning culture in which learning programs are intentionally coordinated against business performance and human growth goals.

The analysis also highlighted the importance of modeling leadership within the organization in order to influence organizational behavior and ensure cultural change is maintained. Senior leaders were perceived as role models who not only supported coaching but themselves performed the behaviors of a coach - being empathic, active listeners and engaging in inquiry-based dialogue in their interactions. The act of modeling coaching behaviors was described to be one of the most powerful ways to make a coaching mindset the norm in the organization. On teams led by leaders who were consistently curious and engaged through feedback, coaching practices spread and eventually became a part of the organizational culture. This behavior-based diffusion is similar to results in the current literature suggesting that when leaders coach instead of command, they stimulate the feelings of trust, collaboration, and continuous learning throughout the organization. By living up to these principles, senior leaders reinforced the notion that coaching is not only something that can be done in formal settings, but an everyday practice of leadership.

Closely linked to this was the ability of the organization to align itself with change and use coaching as a vehicle for transformation. Senior leaders recognized that a coaching culture was required, both in terms of structural readiness as well as psychological openness in the organization. Coaching programs were frequently seen as catalysts in larger cultural changes: programs challenged conventional hierarchical patterns of behavior and encouraged empowerment through conversation and self-reflection. Many leaders spoke to the fact that change was not only achieved through skills development but through mind-

set change - empowering people to take responsibility for their learning and performance. Aligning with change included a process of creating space to experiment, allowing leaders to be vulnerable, and embracing feedback as a developmental resource and not as criticism. This change in collective thinking marked a profound cultural change, where coaching was embraced as a mechanism that assisted organizational agility, adaptability and innovation. As a result of this alignment, coaching became a dynamic process that helped leaders to lead through ambiguity, inclusively, while maintaining high performance throughout technological and structural changes.

The data also shows the strategic importance of coaching in developing the next generation leader and ensuring continuity of leadership. Senior leadership recognized coaching offered a vital link between capability development and succession related management. Many organizations incorporated coaching into leadership development tracks for first-time managers, mid-level and high-potential executives. This multi-tiered approach ensured that the development of leadership was established early and supported throughout the career as leadership advanced. By incorporating coaching into leadership programs, organizations were able to develop crucial leadership capabilities such as emotional intelligence, systems thinking and strategic foresight, which are invaluable in today's complex business environments. This intentional integration is the perfect example of how coaching is a developmental and transformational tool, which is directly related to maintaining organizational competitiveness and resilience.

Senior leaders also indicated the value of coaching in leadership diversity and inclusion, especially in promoting women into leadership roles. Coaching interventions were strategically placed around Diversity, Equity, and Inclusion (DEI), and were an enabler for gender balance in senior roles. Leaders shared, targeted coaching for women was instrumental in boosting their confidence as leaders, ability to make decisions quickly

and willingness to take on strategic responsibilities. Several organizations showed that they were committed to the cause by identifying and sponsoring high potential women for specialized coaching programs, signaling a top-down effort to remove systemic barriers to women's advancement. This new approach strengthened the idea of coaching as a transformative process for equity, where individual development was supported by larger systemic change. As a result, coaching became the connection between organizational intent and concrete progress against diversity objectives.

Another interesting insight is in the infrastructure and structural support systems that support a coaching culture. Senior leaders shared the evolution of digital coaching platforms, internal coaching pools and learning management systems that would facilitate scalability, accessibility and accountability. These technological enablers provided real-time feedback, tracked progress, and ensured data-driven assessment of coaching outcomes. HR and L&D functions had a crucial role in institutionalizing these mechanisms to maintain the same consistency across the various departments, and to link coaching outcomes with measurable business metrics. Further, the formation of internal coaching circles and leadership forums provided ongoing feedback between senior leaders and next generation leaders, thus, solidifying the culture of mutual learning. This infrastructure not only simplified the implementation of coaching but also had a positive impact on the overall learning architecture of the organization - it helped ensure that coaching was a sustainable and integral part of leadership development.

Senior leadership also reinforced the necessity of seeing coaching as a continual developmental process rather than a one off. Leaders emphasized that to keep the momentum of coaching going, it was important to integrate it into leadership pathways over the long term, and that resources were needed on a sustained basis, along with constant evaluation of its effectiveness. The organizations that showed signs of maturity in their

development of a coaching culture had ongoing support systems in the form of peer coaching, leadership reflection sessions, and performance-linked feedback mechanisms. This constant focus of reflection and growth feels very much like a learning organization, where coaching is ingrained as a cyclical process to encourage life-long learning and flexibility. In doing so, senior leadership made coaching a cultural foundation - a process of evolving practice to ensure that leaders are always equipped to meet emerging challenges and drive transformational outcomes.

Despite their enthusiasm, senior leaders admitted continuing obstacles to integrating coaching culture throughout the organization. Resistance from those employees who do not know how to coach, misconceptions about the purpose of coaching and lack of time were recurring themes. A common theme among the leaders was the importance of clarifying the value of coaching in terms that can be understood by those who are not 'in' and also the need to raise awareness that coaching is a developmental partnership rather than a remedial exercise. Scalability was also constrained in part by a shortage of skilled internal coaches and the scarcity of resources. It was in response to this that several leaders invested in digital platforms to allow progress tracking as well as increasing accessibility. These initiatives were the shifting equilibrium between technological development and human contact in maintaining the effectiveness of coaching.

5.4 Discussion of Segment 4 - HR Enablers in Coaching culture organization

Segment 4 of the data analysis offers some interesting insights into the critical role that Human Resource (HR) enablers play in the development and maintenance of a coaching culture within organizations. The results underscore the role of HR professionals as architects and custodians of coaching integration to ensure that coaching practices are strategically aligned with leadership development frameworks, organizational vision, and

long-term cultural transformation. Research shows that HR departments were in the center of coaching program development, systems for allowing continuous development, and integrating coaching as part of organizational life at many levels. Through this dynamic multi-layered involvement, HR enables leadership development not just as a developmental activity, but also as a process that is embedded in the culture of the organization that is happening on a continuous basis.

A key finding of the analysis was the important role of HR in designing and implementing a coaching strategy that was aligned with the organization's broader goals and leadership development priorities. Discussion also highlighted the fact that HR played a crucial role in making coaching programs not a standalone intervention, but deeply embedded in wider organizational processes. In many organizations, coaching was clearly tied to the CEO's vision and strategic priorities by HR teams, which allowed the leadership to see coaching as a source of performance, innovation, and engagement. For example, data showed that HR enablers were active in "ensuring coaching activities were aligned with the CEO's vision" demonstrating the strategic visioning that was needed in order to obtain leadership buy-in. This alignment created legitimacy for coaching as a long-term strategic investment strategy and positioned it as a vehicle for achieving organizational transformation and competitive advantage. By institutionalizing coaching into leadership pipelines, succession planning systems, and performance management processes, HR moved coaching from the periphery to a structure that helped drive long-term organizational learning.

Besides the formulation of strategy, HR played a basic role in the fitting of coaching to organizational change and transformation. The data clearly showed that HR professionals regularly served as change agents assisting organizations through the culture and behavior change needed to effectively support coaching culture growth. Many HR

leaders used phased or "pilot-to-scale" approaches - starting with small-scale peer coaching circles or leadership pilots with the intention of scaling up organization-wide. This iterative model enabled organizations to develop internal confidence, collect learning insights and incrementally institutionalize coaching practices. The adaptive process enabled HR to be agile in dealing with transformation by facilitating learning-based thinking across teams. The analysis showed that HR enablers were not simply facilitating coaching; but were also influencing organizational readiness for change, making sure that employees and leaders alike were psychologically ready to welcome feedback, reflection and developmental dialogue as part of their day-to-day work. Coaching as a lived, evolving practice, as a result of such alignment between HR-led coaching and organizational transformation, helped to directly contribute to cultural adaptive capacity, and business resilience.

Additionally, the results show that HR is more concerned about developing internal coaching capacity as a sustainability tool. Instead of relying too much on external consultants, HR departments in a number of organizations invested in building internal coaches through formal certification programs and partnerships with professional institutions like Ericsson Coaching International. The data showed that HR had a priority on developing their internal leaders as certified coaches to create a sustainable talent pool that could provide coaching to departments throughout the organization. The fact that this capacity building was done internally not only helped cut long-term costs, it also helped the organization reaffirm that it is a learning community. Internal coaches, who had insights into company values and context, were perceived as being more relatable and having a greater influence on peer and sub-ordinate behavior change. Moreover, this approach created the culture of democratizing the coaching - making it available to all employees, not just the senior leaders. The development of internal networks for coaching is a model

of a mature learning culture where coaching is a continuous and peer-supported development activity that builds individual and collective capacity.

The infrastructure to support this transformation was also a critical component of the success of HR. The data revealed the important role of technology and systems design in incorporating coaching in organizational routines. Many HR enablers invested in digital coaching platforms that enabled them to track progress, keep accountability, and get real-time analytics on the success of coaching interventions. One HR leader noted that their organization invested in "a digital coaching tracking and coaching progress tool, that is transparent and provides a measurable impact." These technological infrastructures provided the backbone of scalable coaching culture, where HR could manage large numbers of coaching engagements simultaneously, and ensure that feedback-loop was maintained between coachees, coaches and management. The digitalization of coaching also made it more inclusive and accessible for geographically dispersed teams, in support of the hybrid and global work model dominant in the IT industry.

Another critical aspect of HR's contribution was the development of support systems to leadership challenges through coaching interventions. The data suggested that HR ensured that coaching was available at multiple leadership stages - from newly promoted managers to senior executives - and thus addressed development needs at every level of the hierarchy. Coaching was mainstreamed into onboarding, leadership transition programs and ongoing capability development programs. By placing coaching into these defining moments, HR transformed coaching into a developmental safety net that helped leaders successfully work through complexity, manage their teams, and align their individual development with organizational success. Moreover, by integrating coaching results with leadership competency models and performance evaluations, HR made coaching not only a developmental but also a strategic concern.

At the same time, HR played a key role in incorporating coaching into broader talent management and employee development ecosystems. Many organizations created "mentoring and coaching portals" through an HR-led effort to blend the formal and informal learning systems to give employees easy access to development resources. These integrated platforms connected mentoring, coaching and leadership learning pathways, successfully creating a coherent and connected system which met a range of learning styles. This digital convergence not only made access mobile but also more equitable - so that coaching support was provided to employees regardless of their organizational hierarchy or department. By means of these endeavors HR helped to democratize and normalize the learning culture making personal and professional growth inclusive.

Despite these accomplishments, HR enablers faced great challenges, especially coachee hesitancy and barriers to engagement. Early resistance was often based on misconceptions of coaching as being remedial as opposed to developmental. HR responded proactively by incorporating coaching into the "onboarding process" for leaders and incorporating it into regular leadership programs. This resulted in coaching being seen as part of professional development, rather than an optional bolt-on. Additionally, HR has used storytelling, leadership testimonials, and internal communication campaigns to highlight the visible benefits of coaching and change perceptions and encourage participation. By incorporating coaching stories through organizational communications, HR created a feeling of psychological safety and shared purpose regarding learning.

A common theme that emerged from the data was the success of HR in creating a shared ecosystem around coaching - one where leaders, employees, and HR operated in synergy to maintain a culture of learning. This systemic approach helped to ensure that coaching is not a top-down directive but a shared responsibility at all levels of the organization. HR supported the establishment of coaching communities of practice and

peer learning networks and feedback forums to support continuous dialogue and reflection. Such initiatives helped in changing coaching from a transactional activity into a relational, collaborative process which helped build trust and accountability. By nurturing such an ecosystem, HR also ensured that coaching culture became self-sustaining - one in which employees thought of themselves as both beneficiaries and contributors to organizational learning.

5.5 Discussion of Segment 5 - Research & culture audit team members

Segment 5 of the analysis of data was centered on the perceptions of research and culture audit team members, providing an objective and systemic understanding of how coaching culture is adopted, institutionalized and evaluated in IT organizations. This chapter gives a meta-level perspective on organizational maturity, implementation barriers and measurable results of coaching interventions. The observations of the auditors reveal the strategic, structural, and cultural determinants of successful or stalled coaching culture adoption. Their analysis is not only a snapshot of where coaching maturity is in the IT industry, but also where it needs to be in terms of organizational capability to support coaching and learning as a sustained source of transformation.

One of the conclusions that emerged from this section of the session was the identification of maturity levels of coaching culture within organizations. Of the audit data, it was discovered that only 25-35% IT organizations truly adopt the culture of coaching, and about 50% have coaching in some form. This distribution indicates that although many organizations have embarked on coaching-related activities, few have been able to make coaching a pervasive part of their structures and behavior. The audit findings reaffirmed that organizations with a clear coaching strategy, well-defined leadership vision and adequate steady investment in resources were much more likely to attain maturity in their

coaching culture. Those that did not have a coherent plan tended to operate on an experimental or ad hoc basis where coaching was a fragmented developmental practice rather than a systemic one. This makes it extremely important to build a comprehensive coaching strategy - driven by organizational goals and supported by the top management - that shifts from ad hoc coaching to coherent and embedded learning cultures.

The audit team found that organizations at the lower end of the maturity curve were often starting with isolated or transactional coaching programs - for example, bringing in external coaches to provide behavioral or soft skills training - without placing coaching programs into broader leadership frameworks. In contrast, organizations at late stages of maturity had institutionalized coaching as "the way of working" with alignment between coaching results and strategic imperatives. The transformation from transactional to transformational coaching is a sign of the organization's shift towards learning agility and adaptive resilience. What the auditors observed was that in the process of transformational coaching, the coaching evolved from an individual enhancement to a more embedded aspect of team culture, leadership behavior and performance management systems. This change is closely related to the assumptions of the organizational learning theory, which states that learning is sustainable only if it is institutionalized in a way that is supported by shared values, structures, and feedback processes.

Leadership sponsorship was again a key differentiator between organizations with high and low maturity in coaching. The importance of leadership buy-in and modeling coach-like behaviors was always stressed by the audit team as being critical to successful implementation. Organizations in whose senior levels people were directly involved in coaching, championed its value, and demonstrated reflective leadership practices were much more likely to report cultural changes and measurable performance improvements. In contrast, companies with low levels of leadership buy-in experienced "an ad hoc

coaching initiative" and "a lack of ownership," leading to short-term or piecemeal results. These results reflect the general trend that emerged from the study - coaching culture exists where leadership commitment results in action, and that strengthens coaching as a strategic imperative rather than a marginalized human resource (HR) initiative.

The auditors also developed a maturity model of organizations' coaching cultures. This model generally passed through four stages: awareness, experimentation, integration and embedded culture. The mapping of organizations along this journey gave a systematic diagnosis of their evolution. At the awareness stage, organizations were aware of the potential of coaching but had no formal systems in place or leadership support. The experimentation phase included testing coaching programs and setting up measures for evaluation. Regarding integration, coaching was incorporated in leadership and performance systems, and in the embedded culture stage, coaching practices, business goals and employee development strategies were fully aligned. The final stage organizations demonstrated a strong infrastructure, leadership involvement and a strong feedback loop for continuous improvement. This staged approach provides a pragmatic roadmap for IT organizations that want to move from episodic interventions to systemic coaching cultures that foster long-term learning and flexibility.

The results also demonstrate the importance of aligning coaching to change for transformation. Audit professionals also pointed out that organizations that were able to embed coaching viewed it not as an intervention but as a change strategy - used to drive adaptability, emotional intelligence, and innovation. In these cases, a strong alignment between HR, senior leadership and L&D to ensure that coaching was aligned with digital transformation, agile leadership models and diversity initiatives was pursued. This alignment allowed coaching to act both as a stabilizer and as an accelerator in the process of change in the organization. For example, audit data revealed that companies that were

in a period of rapid restructuring or digital transition were able to use coaching to maintain morale, manage uncertainty and drive inclusive leadership behaviors. In these organizations, coaching served as a "cultural glue", and facilitated the alignment between changing business strategies and the human experience of change.

A significant win-win of the HR and leadership partnership was the structuring of infrastructure and systems to drive transformation through the coaching. The audit team observed a number of examples of organizations creating digital dashboards, internal coaching networks and standardized feedback mechanisms to track progress and outcomes. These processes provided consistency, scalability, and accountability, and enabled coaching to become less of an isolated developmental practice, and more of a measurable element of organizational performance. The use of technology-enhanced coaching platforms was particularly important for IT organizations with large, geographically dispersed teams. These platforms made it possible to "monitor and track coaching progress" in real time, giving the leaders and HR the actionable data on coachee development, engagement, and satisfaction. The implementation of such systems is a sign of a high level of organizational maturity - where data analytics and human development come together to form a truly learning-based enterprise.

Another key finding from the auditors' review was with regards to the tangible impact of coaching on organizational performance. Organizations that had mature coaching cultures were found to have higher levels of employee engagement, leadership effectiveness and retention. Audit reports suggested up to "90% of participants" in mature coaching programs said they were satisfied with their coaching experience. In addition, these organizations reported "clear behavioral shifts" in the way leaders worked - specifically, in areas of collaboration, empathy, and decision making. Coaching initiatives were directly tied to improved sales performance, reduced attrition rates, and an increase

in leadership pipeline diversity. The evidence supports the increasing acceptance of coaching, not only as a developmental resource but also as a strategic driver for performance improvement and cultural transformation.

Perhaps the most interesting finding of the auditors was the positive correlation that they found between mature coaching cultures and gender diversity in leadership. Auditors found that organizations with formal, inclusive coaching programs were much more successful at advancing the women into leadership positions. Personalized coaching interventions that focused on issues of unconscious bias, lack of confidence and work-life integration have been key in helping women progress in their careers. In the organizations where coaching was integrated into diversity and inclusion processes, women executives reported increased self-efficacy, increased visibility and stronger professional networks. This supports the conclusion that coaching, when designed in a strategic way towards DEI objectives, can be a transformative process in order to achieve gender equity in leadership within the IT industry.

However, the audit team also found several obstacles to full-scale implementation, including resource limitations, inconsistent leadership engagement and strategic imperatives that compete for the audit function's attention. Many organizations did not deem it possible to spend enough time and money on coaching programs, at least if the project had to compete with short-term business pressures. Others had difficulties developing coaching competencies within the organization or sustaining engagement among a geographically dispersed workforce. The auditors recommended that long-term success would necessitate executive buy-in, structured investment into coaching infrastructure and ongoing communication of its long-term benefits. In this context, organizations that approached coaching as a capability - embedded within leadership

development, performance assessment and cultural change - were in a better position to realize sustainable change.

CHAPTER VI:
SUMMARY, IMPLICATIONS, AND RECOMMENDATIONS

6.1 Summary

This dissertation sought to examine the role of coaching culture in organizations in particular through its effect on leadership development, performance enhancement and promotion of diversity with a particular emphasis on the development of women to leadership position within the IT sector. Through an in-depth data analysis of a variety of organizational segments - including business heads, technology leaders, senior leadership, HR enablers, and women leaders who have undergone leadership coaching - the research has yielded significant insights about the role and effectiveness of coaching in shaping the culture and leadership dynamics of organizations.

The findings describe the crucial role of coaching culture in improving leadership capabilities, achieving performance improvements, and supporting the creation of inclusive organizational environments. It was found that coaching plays an essential role in the improvement of self-awareness, emotional intelligence and decision-making skills, especially those emerging leaders. These elements are essential for cultivating visionary leadership skills that can handle complex challenges and lead diverse teams effectively.

Senior leadership commitment and sponsorship was identified as a key driver for the successful implementation and sustainability of coaching initiatives. Coaching culture's alignment with organization strategy, specifically CEO's vision, was a recurring theme. Leadership buy-in ensured that coaching was integrated into core organization processes, such as leadership development, performance management and succession planning. Without this commitment, coaching initiatives frequently faced resistance and had a difficult time gaining traction within the organization.

Furthermore, the dissertation highlighted the significance of individual coaching interventions for women leaders. These interventions helped women overcome gender-

specific barriers such as unconscious bias, imposter syndrome and lack of access to senior mentorship. The analysis showed that leadership coaching, especially when coupled with the goal of diversity, equity, and inclusion (DEI), had a transformative impact on women's leadership confidence and career progression, with many of the study participants seeing their engagement scores rise and obtaining promotions in their organizations.

The research also focused on the role of HR enablers to support the embedding of coaching culture within organizations. HR departments were found to be instrumental in aligning coaching with organizational strategy, developing internal coaching capabilities and creating scalable models for leadership development. Additionally, the integration of digital tools and platforms to monitor and track coaching progress became a critical enabler in expanding the reach and accessibility of coaching programs.

However, several barriers to effective coaching culture implementation were established, including lack of leadership buy-in, lack of resources, and time constraints. These challenges made it difficult for some organizations to maintain long-term coaching initiatives. The data also pointed to the importance of making sure that coaching is seen as an ongoing, integral part of leadership journeys as opposed to a one-time event.

6.2 Implication

The contributions of this dissertation are important both for theory and for practice in the area of organizational development, leadership and diversity management in the IT industry. These findings have implications for organizations that want to create or strengthen their coaching cultures, HR departments that offer leadership development programs, and senior leaders who want to foster inclusive and high-performing work environments.

6.2.1 Strategic Coaching as a Leadership Development Practice

The studies highlight the strategic importance of coaching in fostering leadership skills such as emotional intelligence, self-awareness, and decision-making skills. For organizations, this means that coaching cannot be considered an optional "soft" developmental tool, but a fundamental part of leadership development programs. Senior leaders need to see coaching as a critical driver to performance and leadership development across the organization. By tying coaching to organizational goals and making it part of leadership development programs, companies can ensure that their leadership pipelines are stronger and better equipped to handle challenges they may face in the future.

6.2.2 Commitment of Senior Leadership

The study shows that leadership buy-in is a key factor in the successful implementation and sustainability of a coaching culture. Organizations need to ensure that coaching initiatives are considered a priority and are well resourced through active support from senior leadership. For senior leaders, this means being a strong advocate of and role model for coaching behaviors within the organization. Leaders must lead by example, and the way leadership demonstrates their commitment to support the coaching culture is a strong indicator of coaching culture success.

6.2.3 Integrating Coaching into Organizational Processes

The research suggests that, in order that coaching culture is sustainable, it has to be embedded within the wider systems of the organization such as performance management, talent reviews and succession planning. HR and L&D departments should strive to embed coaching practices into day-to-day management processes so coaching also becomes a reliable support framework for every employee. Integration can help coach the view of coaching being a one-off initiative or one thing that is detached from the core business processes.

6.2.4 Coaching as a Diversity and Inclusion (D&I) Tool

The role of coaching as a facilitator of gender diversity and inclusion is another of the most powerful findings, and this role is especially important in supporting the progression of women into leadership positions. This has important implications for organizations that are working towards achieving their D&I objectives. Focused coaching interventions for women, including skills such as negotiation, self-advocacy and unconscious bias, will strongly aid for the reduction of barriers to women's career advancement. By integrating coaching programs into DEI goals, organizations can ensure that leadership development programs are inclusive and equitable, offering equal opportunities for all employees.

6.2.5 The Need for Internal Coaching Competence

The research calls on the role of HR in the development of in-house coaching capability to make the organizations less dependent on external coaches and more accessible and scalable to coaching. HR departments need to focus on training and certifying internal coaches in order to establish a sustainable and cost-effective coaching ecosystem. This way, coaching is not only available for the top-tier leaders but also for the emerging leaders and other employees across the organization, thereby creating a culture of continuous growth and development.

6.2.6 Using Technology in Scaling Coaching

The use of digital technologies and platforms to monitor and track coaching progress was cited as one important enabler for scaling coaching interventions. Organizations should invest in technology that makes coaching programs more accessible, scalable and effective. Digital platforms can help HR and L&D teams to measure coaching results, tailor coaching journeys and ensure that coaching is closely tied to organizational priorities. This technological integration is especially important for organizations with

geographically dispersed teams, in which they will be able to tap into a larger pool of employees and track coaching progress better.

6.2.7 Removing Obstacles to Coaching Culture Adoption

The findings highlight a number of barriers to successful coaching culture implementation such as resistance from top leaders, lack of resources, and other organizational priorities. To get past these challenges, organizations need to communicate the value of coaching and its direct impact on business performance in transparent and consistent terms. In addition, organizations need to make adequate investments of time and money to support and sustain coaching initiatives. Overcoming these obstacles will assist organizations to progress from pilot programs to coaching cultures.

6.3 Recommendations for Future Research

While this dissertation provides valuable insights into the role of coaching culture in enhancing leadership development, organizational performance, and diversity, it also opens avenues for future research. Several aspects of coaching culture, its impact, and its implementation remain underexplored, and further studies could provide a deeper understanding of these dynamics. The following recommendations are offered for future research in this field:

6.3.1 Longitudinal Studies about the Impact of Coaching Culture

Future studies should include longitudinal research to understand the long-term impact of coaching culture on leadership development, employee engagement, and organizational performance. Tracking organizations over multiple years would offer insights into how coaching practices change and sustain over time in terms of leadership pipelines, retention, and overall business performance.

6.3.2 Exploring Coaching for Leadership Diversity

Further research can focus on how coaching interventions can be adapted to different leadership styles and cultural contexts. Understanding what coaching can do for different types of leaders, whether from different demographics or leadership levels, would help organizations to build more inclusive leadership development programs.

6.3.3 The Role That Digital Platforms Have In Coaching Effectiveness

As digital tools continue to become more important, future research should explore the effectiveness of digital coaching platforms and AI-based tools. Research could be conducted on how virtual and digital coaching compares to traditional face-to-face coaching in terms of participant engagement, learning outcomes and long-term changes in behaviour.

6.3.4 Coaching for High Potential Employees Outside Leadership Positions

Future studies should examine coaching programs for high-potential employees who are not at the level of leadership. Understanding how to use coaching to help these employees develop critical skills such as strategic thinking, decision-making, and problem-solving would help organizations in preparing a good leadership pipeline for future growth.

6.4 Conclusion

This dissertation has examined the impact of coaching culture on the development of leadership, organizational performance and gender diversity and in particular IT organizations. By analyzing the data gathered from business leaders, women leaders, senior management, HR enablers and culture audit teams, significant themes surfaced that identified the critical importance of coaching as an enabler of effective leadership and inclusive work practices. The findings showed that coaching culture not only increases individual leadership capabilities but also supports organizational culture, performance improvements and employee engagement.

One of the key takeaways from the study is the importance of leadership buy-in, clear organizational vision and strategic alignment in the successful implementation and sustainability of coaching culture. Furthermore, the research helped to strengthen the importance of targeted coaching programs for women in overcoming gender-specific barriers and moving towards their careers in leadership positions. The findings add to the emerging knowledge base regarding the role of coaching in organizational development and have practical implications for companies seeking to use coaching for the long-term sustainability of their enterprises.

Ultimately, while the research identified a number of hurdles in implementing coaching culture in organizations, including resistance to coaching and inconsistent participation, these hurdles can be overcome through proactive leadership engagement, integrating coaching in organizational processes, and using digital platforms. The dissertation also recommends areas of future studies, such as longitudinal studies and the impact of digital coaching platforms.

APPENDIX A: INTERVIEW GUIDE

Qualitative Interview Questionnaire

Coaching Culture, Gender Diversity, and Workplace Performance in IT Organizations

Dear Respondent

As a part of the doctoral program I have initiated research, examining *how building coaching culture within IT organizations helps drive workplace performance and systemic pathways for women advancement*.

Technology organizations continue to look for a systematic cultural transformation that enhances innovation capacity through psychological safety and continuous learning, to deal with the critical challenges of the talent pipeline crisis where traditional "pipeline problem" thinking fails, the innovation imperative where diverse teams drive 19% higher revenue but require inclusive environments, and the leadership gap where only 15% of tech leadership are women.

Your expertise provides essential insights into how coaching culture gets embedded organization-wide, drives measurable business outcomes, and creates structural advantages for women's advancement. Whether you're observing implementation strategies, experiencing ecosystem benefits, or enabling systemic change, your perspective helps build the evidence base for organizational transformation.

Please provide your responses without any inhibitions. I assure you that the information you share would be kept confidential and that the data collected will be used ONLY for academic research purpose and will aid in studying the phenomenon. Your contribution will enhance the boundaries of knowledge for the larger good.

Instruction

- All fields marked with an asterisk (*) are mandatory and must be filled accurately.

- Personal information provided (such as name, email, or contact details) will remain strictly confidential.

- Data collected will be accessed only by the research team and will not be shared with any third party.

- Information will be used solely for academic and research purposes.

- Research findings may be presented in aggregate form without identifying individual respondents.

All responses will be stored securely and handled with care to protect privacy

Segment 1 Business Leaders / Tech Leaders/ Delivery Leaders / L&D

Demographic Questions

1. Timestamp

2. What is your current role in your organization? How many years have you been working in the IT industry?

3. What is your highest educational qualification?

4. Have you participated in coaching through an internal program or external coach?

5. How would you describe your organization's approach to professional development?

Research Questions

1. How does coaching specifically contribute to creating more inclusive and diverse technology organizations?

2. How do senior leaders in your organization view coaching, and what role have they played in supporting the development of a coaching culture?

3. How do you perceive the value of coaching culture in enhancing employee performance, leadership development, and gender diversity in your organization?

4. What are the primary challenges your organization faces in fostering a coaching culture, and how have these been addressed or planned for in the future?

5. How do you see your Managers adopting coaching approaches to influence team's performance, skill development and career growth conversations?

6. Based on your experience, how do you see coaching culture, women's advancement, and organizational performance interconnecting?

7. What role does HR play in the coaching culture development, and how are they supporting the implementation of coaching initiatives?

8. How would a coaching culture contribute to improving employee engagement and leadership development for women in your organization, and how can this impact gender diversity in leadership roles?

9. How can AI technologies assist in the evaluation and enhancement of coaching culture within your organization?

10. In your view, what role do AI-powered assessments and learning platforms play in fostering coaching culture?

Segment 2 -Women Leaders with Leadership development program & coaching completed

Demographic Questions

1. Timestamp
2. What is your current role and how many years have you been in the IT industry?
3. What is your highest educational qualification?
4. How long have you been part of your current organization? How many years of professional experience do you have overall?

5. Have you experienced coaching through an internal program or from an external coach?

Research Questions

1. How has coaching influenced your career progression and leadership aspirations?

2. What unique challenges have you faced as a woman in technology, and how has coaching helped you address them?

3. In what ways has coaching affected your confidence in technical decision-making and workplace interactions?

4. How do you perceive the impact of coaching on your ability to collaborate and contribute within your team?

5. What aspects of your coaching experience have been most valuable for your long-term career growth?

6. How would you describe your organization's approach to developing people and leaders? What role does coaching play in your people development strategy?

7. What evidence do you see that coaching behaviors are embedded in your organization's culture?

8. How do you personally model coaching behaviors in your leadership style?

9. What specific coaching techniques or approaches do you use?

Segment 3 - Senior Leaders

Demographic Questions

1. Timestamp

2. What is your current role in the organization?

3. How many years have you been in leadership positions?

4. What is your experience with coaching (as a recipient or as a coach)? How long has the organization invested in coaching practices?

Research Questions

1. What was the organizational context that led to building a coaching culture?
2. How do you define and measure the effectiveness of coaching culture in your workplace?

3. What evidence demonstrates the impact of coaching culture on organizational performance and employee outcomes?

4. What are the primary challenges your organization faces in fostering a coaching culture, and how have these been addressed or planned for in the future?

5. How do you see coaching contributing to building a stronger leadership pipeline, especially for women?

6. Based on your experience, how do you see coaching culture, women's advancement, and organizational performance interconnecting?

7. What role does HR play in the coaching culture development, and how are they supporting the implementation of coaching initiatives?

8. How would a coaching culture contribute to improving employee engagement and leadership development for women in your organization, and how can this impact gender diversity in leadership roles?

9. How can AI technologies assist in the evaluation and enhancement of coaching culture within your organization?

10. In your view, what role do AI-powered assessments and learning platforms play in fostering coaching culture?

Segment 4 - HR enablers in coaching culture organisation

Demographic Questions

1. Timestamp
2. What is your role within the HR Organisation?
3. What is your organization's workforce strength?
4. What specific role have you played in implementing coaching culture initiatives?
5. How many years of experience do you have in HR/organizational development?
6. How long has your organization been working on building coaching culture initiatives?

Research Questions

1. How was the coaching culture initiative designed and rolled out in your organization?
2. What frameworks or systems have been most effective in embedding coaching practices?
3. How were coaching interventions tailored to support women's career advancement in technology roles?
4. What metrics or indicators do you use to assess the impact of coaching on performance and diversity?
5. What lessons have emerged from implementing coaching culture, and how do you ensure sustainability?
6. How would you describe the current state of coaching culture in your organization? What evidence do you see that coaching behaviors are embedded in daily operations?
7. What specific coaching programs or initiatives are currently in place? How long have these been running, and what's the participation rate?
8. How do you address the unique challenges women face in leadership development? What specific coaching approaches or techniques work best?

9. How has AI technologies assisted in the evaluation and enhancement of coaching culture within your organization?

10. In your view, what role do AI-powered assessments and learning platforms play in fostering coaching culture?

Segment 5 - Research & culture audit team members

Demographic Questions

1. Timestamp
2. Which category best describes your professional expertise?
3. What is your experience with coaching (as a recipient or as a coach)?

Research Questions

1. Based on your assessment experience, what percentage of IT organizations would you say have successfully adopted coaching culture? Describe the adoption patterns you observe - what differentiates organizations that succeed versus those that struggle?

2. What stages of coaching culture maturity do you typically see in IT organizations? Describe the characteristics of organizations at different maturity levels and how you identify where they fall on this spectrum.

3. What are the most significant barriers preventing IT organizations from developing effective coaching cultures? Based on your assessments, what consistently blocks successful adoption?

4. How do IT organizations typically fail in their coaching culture initiatives? Share specific examples of failed implementations and what went wrong in these cases.

5. In your assessments, what evidence have you found linking coaching culture to improved workplace performance in IT organizations? What specific performance improvements do you consistently observe in organizations with mature coaching cultures?

6. How do you measure or validate that coaching culture is actually driving performance improvements rather than other organizational factors? What methodology do you use to establish this connection?

7. Across your research/audits, what relationship have you observed between coaching culture and women's advancement into leadership roles in IT organizations? Provide specific data, trends, or examples that illustrate this connection.

8. Across your research/audits, what relationship have you observed between coaching culture and women's advancement into leadership roles in IT organizations? Provide specific data, trends, or examples that illustrate this connection.

9. How are IT organizations using digital technologies, platforms, or tools to build and scale their coaching culture? Based on your assessments, what digital enablement strategies are most effective for coaching culture development?

10. What impact have you observed from automation and AI technologies on coaching interventions in IT organizations? How are these technologies changing coaching practices, and what are the benefits or challenges you've seen?

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