

Trending into the Future of Coaching

As employees continue to leave jobs where they feel undervalued, organizational leaders are scrambling to implement major changes to attract new talent or keep existing talent.

Cathy Cotins, AceUp's VP of Strategic Alliance and Founder/CEO of Thrive Advisors, spoke with Rejoyce Owusu, AceUp's VP of Human Resources, at a recent Human Resource Executive webinar on "Trending into the Future of Coaching." They discussed the important shifts impacting companies around the globe as employees demand better leadership, work autonomy, diverse work cultures, and other issues.

"The trends we are seeing today have the potential to permanently change the notion of work, leadership, and the employee/employer relationship," Cotins said.

Diversity

Owusu agreed. "Employees are looking for more diverse workplaces," she said. "We need inclusive leaders and we need to do better as leaders. The best way to develop (leaders) is through coaching."

Owusu referenced a recent Harvard Business Review article that highlights the importance of inclusive leadership behaviors, citing the statistic: "What leaders say and do makes up to a [70% difference](#) as to whether an individual reports feeling included."

Organizations have been making half-hearted promises for years when it comes to DEI&B, and it's reached the point where employees and job-seekers are demanding more inclusiveness and a sense of belonging.

Wellbeing

Another topic that has come to the forefront in recent years is employee wellbeing. "Employees' wellbeing should be a priority in every organization," said Owusu. "The days of employees working endlessly are over, and the pandemic has brought a unique opportunity to address burnout and stress."

Cotins agreed and added that there is still work to be done in this area. "Wellbeing is making inroads in dialogue with senior leadership teams, but it's still not where it should be. The ability for an employee to say what they want from a work environment is growing. This is now being recognized as healthy, and not as self-absorbed. Younger people are bringing this as a skill."

People analytics

People analytics has become a key aspect of HR and will be critical going forward.

“We’ve watched HR and L&D get more and more strategic over the years,” Cotins said. “And this includes how they use data to make decisions.” Additionally, she said the information needs to be analyzed by someone, and the question that needs to be asked will be “How can we use it best to attract, develop and retain talent?”

Along with collecting information related to the employee experience, HR will need to understand what skills and competencies exist within their talent pool.

“Organizations need to be proactive, rather than reactive, in aligning talent strategies to business strategies,” Owusu said.

Leading in a hybrid environment

“Many employees are quitting rather than returning to the office as they prioritize their autonomy over where and how they work,” said Cotins. And during this war for talent, she added, employees and job seekers have the upper hand, so more organizations are adopting a hybrid environment.

“Hybrid is here to stay,” Owusu said. “It offers a happy medium between employees and employers. But it is a challenge. Leaders don’t always feel effective when leading remotely. Coaching helps offer the tools and competencies to help leaders be effective in their roles.”

Human-centered leadership

Leaders are recognizing they need to expand beyond the mandate of producing financial results to optimize the lived experience for individuals and the collective.

Owusu referenced the “[Leading with Humanity: The Future of Leadership and Coaching](#)” report by Harvard’s Institute of Coaching, which found that human-centered, authentic leadership has also emerged as a priority.

“Human-centered leadership essentially puts employees first, asks for feedback continuously, provides psychological safety, and recognizes employees’ needs,” Owusu said. “It’s in demand more now than ever.”