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Coaching ejecutivo y sostenibilidad de cambios: un estudio de caso múltiple en la perspectiva de empresarios directivos

Autor/es
Eliane Cristina Bringmann de Souza

Director/es
Mónica Clavel San Emeterio

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COACHING EJECUTIVO Y SOSTENIBILIDAD DE CAMBIOS: UN ESTUDIO DE CASO MÚLTIPLE EN LA PERSPECTIVA DE EMPRESARIOS DIRECTIVOS

Eliane Cristina Bringmann de Souza

Directora: Mónica Clavel San Emeterio

RESUMEN

Las empresas con múltiples socios directivos pueden enfrentar divergencias comprometedoras durante períodos de cambio y renovación. Si bien el coaching ejecutivo puede apoyarlos en los cambios individuales y organizacionales necesarios, la sostenibilidad de los cambios logrados por los empresarios es un tema emergente que requiere atención. Este estudio explora la sostenibilidad de los cambios alcanzados a través del coaching ejecutivo de 6 a 24 meses después de la conclusión del proceso. Centrándonos en cuatro áreas temáticas: interacción, procesos, negocios y experiencia de coaching, examinamos las percepciones de 10 socios directivos que buscaron el coaching por su propia iniciativa. Las empresas pertenecen a diversos sectores de servicios que están experimentando cambios significativos (renovación). Nuestra investigación práctica utiliza un enfoque cualitativo y un marco conceptual de predictores de sostenibilidad e insostenibilidad. Utilizamos un diseño de estudio de casos múltiples y entrevistas semiestructuradas para recopilar datos de ex coachees seleccionados intencionalmente. Se llevó a cabo un análisis de contenido temático, respaldado por el software Nvivo y validación externa. Nuestros hallazgos resaltan la interacción entre el contexto individual, el contexto organizacional (jerarquía y relaciones de poder) y el contexto social (familia) como factores clave que influyen en la sostenibilidad. Adicionalmente, revelan 6 nuevos predictores de sostenibilidad (satisfacción del coachee, liderazgo efectivo, conversaciones honestas, capacidad de aprendizaje y adaptación, consistencia cognitiva) y uno de insostenibilidad (disonancia cognitiva). Además, destacan la importancia del engagement de los stakeholders y el uso de predictores de sostenibilidad que pueden influir en los cambios a lo largo del tiempo.

Palabras clave: Coaching ejecutivo; sostenibilidad e insostenibilidad de cambios; empresarios directivos.

ALGUNAS CONCLUSIONES

INTRODUCCIÓN

En este capítulo presentamos las conclusiones más relevantes de esta investigación y la discusión. Profundizaremos nuestra comprensión de los hallazgos, analizaremos e interpretaremos dichos resultados a la luz del marco teórico adoptado, discutiendo su relevancia, consistencia y contribución al conocimiento existente. La discusión se organiza en cuatro bloques, coincidiendo con las preguntas de investigación: (1) contexto actual de los resultados de la experiencia de coaching, (2) predictores de sostenibilidad de los cambios logrados, (3) predictores de insostenibilidad de estos cambios y (4) principales hallazgos. Además, a continuación, consideraremos las implicaciones prácticas y teóricas de estos resultados, abordando posibles limitaciones y sugiriendo líneas futuras para la investigación (bloque 6 y 7).

BLOQUE 1: CONTEXTO DE LOS RESULTADOS DE LA EXPERIENCIA DE COACHING EJECUTIVO

Este bloque se refiere al estado actual de los cambios alcanzados de los socios directores de las 10 empresas estudiadas, en la fecha de la entrevista, a través de la experiencia de coaching ejecutivo. El análisis inductivo y cruzado utilizado en este estudio revela la sostenibilidad de los cambios logrados, a través de 1245 referencias codificadas en las 23 subcategorías de los cuatro ejes temáticos investigados (interrelación, proceso, negocios y experiencia de coaching), en los 10 casos objeto de estudio. Sin embargo, 6 (diálogo, reuniones, retroalimentación, conflictos, decisiones y metas) de las 23 subcategorías revelan algunos riesgos de insostenibilidad a largo plazo.

Los ejes temáticos de interacción, procesos y negocios, a través de las subcategorías diálogo, autodesarrollo, delegación, decisiones, activación de procesos, gestión de procesos, metas, coste y ganancias, pertenecientes a los ejes temáticos interacción y procesos, revelan indicadores como una mejor comunicación, compromiso, autogestión, aprendizaje y acuerdos, autoconciencia, conciencia, autorregulación, autoeficacia, influencia y visión ampliada, y optimización o mejora de habilidades o recursos (certificaciones, startups, estrategias lean); más tiempo libre para otras actividades (gestión estratégica y ocio), flexibilidad mental y conductual, compromiso, desarrollo continuo y toma de decisiones basadas en evidencias, enfoque en resultados, planificación y monitoreo, innovaciones, valor agregado al cliente, satisfacción y colaboraciones; cambios de percepción, avances en la gestión, reconocimiento por buenas ideas, reducción de gastos, mayor rentabilidad y crecimiento del negocio, convergen con Brinkley y Roux (2018), Gan et al. (2020), Koroleva (2016), Kotte et al. (2021) y Taylor et al. (2019). El bienestar expresado a través del ocio,

satisfacción personal, equilibrio interno (autocontrol, calidad del sueño) y apoyo externo (reconocimiento de amigos, reintegración familiar y apoyo de las parejas), convergen con las premisas de Brinkley y Roux (2018), Molyn et al. (2022) y Schermuly et al. (2021).

En contraste, las vulnerabilidades reveladas en las subcategorías diálogo, reuniones, retroalimentación, conflictos, decisiones y metas, por el momento, no significan que los cambios hayan fracasado, sino que los participantes pueden estar experimentando efectos adversos del contexto del coaching (renovación) y del contexto en el que se encuentran (desalineamiento societario). Además, en lugar de abandonar el proceso (tirar la toalla - E9), perseveran en la implementación de los cambios y adaptaciones para mantenerlos a largo plazo, en consonancia con Fleddermann et al. (2023) y Molyn et al. (2022).

Indicadores como falta de confianza, igualdad, compromiso con acuerdos, reuniones o metas, respeto mutuo y valentía para enfrentar, expresados en el eje interacción y las subcategorías diálogo y conflictos, sugieren la influencia del contexto organizacional en la sostenibilidad de los cambios a través de relaciones de poder y control conflictivas (Kerber y Buono, 2018). La falta de conversaciones honestas sugiere dificultades para resolver problemas pendientes (Beer, 2020; By, 2020), reacciones defensivas y riesgo de volver a viejos hábitos, dificultando el progreso y la sostenibilidad de los cambios, en consonancia con Boyatzis (2006; 2008), Boyatzis et al. (2019), Koroleva (2016) y Kotte et al. (2021).

Nuestro estudio ha centrado la atención en los socios directivos coacheados, en línea a estudios previos que han señalado los dirigentes de las empresas como los principales catalizadores para respuestas más ágiles y la toma de decisiones complejas ante el mundo *Volatile*, *Uncertain*, *Complex* y *Ambiguous* (V.U.C.A) (Bennet y Lemoine, 2014a; 2014b; Kaiser, 2020) y, más recientemente, el mundo inmerso en el caos de una pandemia global (Fleddermann, 2023; Liu et al., 2020). En esta perspectiva, la relación entre el liderazgo y la sostenibilidad de los cambios, se ha evidenciado en los socios directivos de las empresas como la principal base de implementación y sustentación del cambio, en la medida en que se desarrollan y practican sus cambios en el ambiente de trabajo, en convergencia con las ideas de Bendell, Sutherland y Little (2017), Boone et al. (2020), Ford y Gilson (2021), Simba y Thai (2019), favoreciendo la innovación, el desarrollo sostenible y longevo de las empresas, en línea a Christensen, Raynor y McDonald (2016) y Scheepers y Bogie (2020), independientemente de su edad, tamaño o ciclo de vida (Rosha y Lace, 2018).

En cuanto a la experiencia de coaching, indicadores como el reconocimiento de la sostenibilidad de los cambios individuales y organizacionales, los beneficios percibidos al identificar los cambios y los efectos desencadenados por ellos, y la recomendación del coaching a otros emprendedores, revelan una percepción positiva continua de los cambios a

lo largo del tiempo y la satisfacción, en consonancia con Fleddermann et al. (2023), Koroleva (2016), Molyn et al. (2022) y Nanduri (2018). Por otro lado, la sugerencia de seguimiento posterior al coaching en situaciones desafiantes (E6, E9) sugiere la influencia de la confianza en el coaching (relación y alianza de trabajo) como factores que contribuyen a la sostenibilidad, en línea con Boyatzis (2006; 2008), Koroleva (2016) y Molyn et al. (2022).

BLOQUE 2: PREDICTORES DE SOSTENIBILIDAD DE LOS CAMBIOS

Este bloque se refiere a los factores que influyen en la sostenibilidad de los cambios logrados. Los resultados confirman la presencia de nuestros predictores de sostenibilidad de los cambios a través de 1111 recurrencias codificadas, predominando la autorregulación, la conciencia, el aprendizaje transformador, el compromiso con el cambio, la percepción positiva, la orientación hacia los resultados, la autoconciencia y el cambio de percepción. Estos predictores pertenecen a nuestro conceptual-teórico estructural, revelados en los ejes interacción, procesos y negocios, y las subcategorías autodesarrollo, delegación, flexibilidad, reuniones, feedback, visión sistémica, decisiones, activación y gestión de procesos.

Adicionalmente, desde la óptica de la autorregulación, uno de los aspectos que se destaca en nuestros resultados se refiere a los momentos de autorreflexión más profunda, seguidos de auto comparaciones realizadas por algunos socios directivos, dónde se desvela un cierto distanciamiento o extrañamiento al buscar el recuerdo del "antiguo yo" en relación con el "yo actual" (E1, E3, E6 y E10). De ahí se puede conjeturar que, en determinados cambios, hubo un proceso de internalización de los aprendizajes y de la sostenibilidad de los cambios, de tal forma que se han tornado algo natural (como si fuera siempre así; como parte de la propia identidad), inconsciente, un hábito, presentando convergencia a las ideas de Beer (2010), Berkman (2018), Boyatzis (2008); Mbokota et al. (2022) y Mezirow (1997).

1.1 BLOQUE 3: PREDICTORES DE INSOSTENIBILIDAD DE LOS CAMBIOS

Este bloque se refiere a los factores que influyen en la insostenibilidad de los cambios logrados. Nuestros resultados no revelan casos de insostenibilidad de los cambios alcanzados, sino la influencia de factores que afectan la sostenibilidad a través de los 5 predictores investigados, predominando la influencia contextual, la comunicación y el compromiso inadecuados, con 76 recurrencias codificadas, en el eje interacción y procesos, en las subcategorías diálogo, decisiones y reuniones.

En este estudio, los predictores de insostenibilidad también revelan efectos sostenibles, lo que sugiere una coexistencia paradójica entre los efectos del coaching y los predictores, similar al movimiento de transición no lineal que puede ocurrir entre las fases del coaching durante el proceso

(Osatuke et al., 2017), con superposiciones. Como ejemplo, en los predictores de compromiso y comunicación inadecuada se observa una superposición, ya que a pesar de las actitudes defensivas (falta de respeto, compromiso y apoyo) de algunos socios para definir la visión futura y estrategias coherentes, las reuniones están teniendo lugar (ahora estamos enfocados - E5). Este movimiento revela que el participante es consciente del contexto y lo enfrenta con la esperanza de lograr lo deseado (Molyn et al., 2022). Conciencia, compromiso y comunicación son efectos de un proceso de coaching efectivo (DiGirolamo, 2022; Koroleva, 2016; Nanduri, 2018) y, al mismo tiempo, predictores de sostenibilidad (Brinkley y Roux, 2018) y, lo contrario, efectos de la ineficacia del coaching y la insostenibilidad de los cambios. Ambos parecen coexistir y el contexto impacta en su revelación.

BLOQUE 4: PRINCIPALES HALLAZGOS

Este bloque se refiere a los principales hallazgos de nuestro estudio. Así, al considerar el número de recurrencias de los predictores de sostenibilidad (1111) en comparación con los de insostenibilidad (76), se puede inferir que el contexto organizacional, más específicamente la estructura corporativa (jerarquías y relaciones de poder, y modelo de negocio), es un factor relevante que influye en la capacidad de sostenibilidad de un cambio a largo plazo. En los 10 casos estudiados, los socios directivos buscaron el coaching para intervenir en la realidad y los resultados revelan la intencionalidad o el control en las decisiones y el liderazgo del negocio. Cuatro casos revelan la presencia de conflictos (juegos de poder) y dificultades de cooperación (E1, E4, E5, E9); en dos casos las divergencias parecen haberse superado (E2, E6), y en cuatro casos se observa adhesión y compromiso con los cambios (E3, E7, E8, E10). El modelo de negocio, representado aquí por el mayor número de socios, parece haber afectado la estructura de propiedad (reducción de socios - E5) y la gobernanza (E5, E9), generando vulnerabilidades.

Nuestros resultados revelan que el coaching ejecutivo es una intervención que genera aprendizaje transformador y cambios sostenibles en momentos de renovación empresarial y divergencias societarias, cuyos efectos continúan resonando a lo largo del tiempo, al igual que la satisfacción con los resultados obtenidos. Sin embargo, también es susceptible al fracaso, especialmente cuando no está alineado con los stakeholders estratégicos y no si considera adecuadamente la influencia, así como la interconexión entre los contextos. La sostenibilidad está influenciada por el contexto individual, organizacional y social que se conecta o desconecta en un movimiento no lineal, con reacciones adaptativas y defensivas (según los objetivos, percepciones y subjetividades), lo que hace que el proceso sea complejo. Por lo tanto, se requiere un enfoque colaborativo y adaptativo al contexto, con responsabilidad compartida en la gestión de los factores que pueden influir en la sostenibilidad de los cambios y sus impactos a largo plazo, cultivando un sentido de propiedad y experiencias de aprendizaje transformadoras y sostenibles

LIMITACIONES

Aunque esta tesis ha logrado resultados significativos y esclarecedores, es importante reconocer que tiene algunas limitaciones que deben tenerse en cuenta. Estas limitaciones pueden afectar la generalización de los resultados y la validez de las conclusiones.

El método exploratorio y la técnica de muestreo por conveniencia, no probabilística, aunque ha permitido alcanzar satisfactoriamente los objetivos de este estudio, tiene como una de las limitaciones el hecho de no poder generalizar los resultados y las conclusiones, justamente en función de la representatividad de la muestra con relación al universo de la población.

La naturaleza transversal del estudio, aunque tenga considerado un tiempo largo con relación a la mayoría de los estudios sobre el tema, se muestra como una característica limitadora porque los datos fueron obtenidos en un determinado período de tiempo (entre 6 y 24 meses), después de concluido el proceso de coaching.

Otra limitante se basa en el hecho que esta investigación se basó en autoinformes. Diez antiguos participantes del coaching fueron invitados a evaluar la sostenibilidad de sus cambios. Además, el investigador llevó a cabo las entrevistas en un doble rol (antiguo coach), con una distancia apropiada y sin interacción entre el final del proceso y la fecha de la entrevista. A pesar de que los socios directivos tienden a ser más propensos a mantener conversaciones transparentes debido a su autonomía, es posible que presenten una imagen más favorable de sí mismos y de su empresa, distorsionando cierta información y dando lugar a informes que pueden divergir de la realidad.

LÍNEAS FUTURAS DE INVESTIGACIÓN

Este estudio proporciona una base sólida para investigaciones futuras sobre el tema en cuestión. Sin embargo, existen varias oportunidades de investigación que pueden ampliar y profundizar nuestra comprensión.

Investigaciones futuras podrían estudiar la sostenibilidad desde otras perspectivas o contextos (socios, líderes y equipos, empresas, modelos de negocio, ejecutivos y propietarios de empresas). Se podrían agregar diferentes enfoques y teorías de coaching para ampliar y profundizar el marco conceptual de la sostenibilidad y la insostenibilidad del cambio.

También se podría utilizar el diseño de un estudio longitudinal (ensayos controlados aleatorizados) para recopilar datos y dilucidar patrones de influencia, explorando así la relación entre las variables independientes y la variable dependiente, lo que ocasionaría en una investigación más sólida y confiable.

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