

How to Coach Chief Executive Officer of Manufacturers Dealing with Recession

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Abstract - This purpose of this study is to analyse the coaching of Chief Executive Officers in manufacturers to deal with the recession. It applies a logical and comprehensive classification of design to create an effective module of leadership development in manufacturers via desk research, in step with the Author's experience [12 years as a CEO in the ZhengZhou Paper-Making Manufacturer in China (MFP)] [1][2]. It also introduces a useful diagnosed tool for a description of how to coach CEOs of manufacturers. During the period of recession, CEOs need to be coached. Coaching leadership is a project. This coach enables CEOs find the right time, reasonable cost, and high quality to be effective. It gives manufacturers a deliberate competitive advantage on the world class through constant innovation. To measure intangible issues like leadership is always difficult. It is sometimes too late if CEOs already have 'bad' results. It is imperative to identify early signs of key issues of leadership management. Those issues need to be predicted and then prevented. The study also demonstrates how to coach Human Resource managers to support and transform the leadership development of coaching CEOs. In conclusion, the research makes it easier for CEOs to identify and track issues that may occur in leadership management. The contribution to knowledge of this study at both academic and business practice level is clearly demonstrated.

Keywords: CEO, coach, manufacturers, dealing with recession

I. INTRODUCTION

During an economic recession -- a difficult time for any organisations -- a priority for manufacturers is to improve the quality of its leadership. Manufacturers need to respond quickly to both external and internal environmental factors to formulate suitable strategies. Concerning its strengths and opportunities, the first objective of manufacturers is to get more cash flow, by maintaining the focus on the current market whilst exploring the new business ventures [3]. The restructure of the organisation and control of the budget are the most effective way of acquiring the best financial outcome (increasing cash flow) based on investing more for design and R&D as driving benefits. In summary, the study demonstrates how to coach CEOs who influence people to make successful manufacturers on the

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world class. It shows how the HR managers support coaching CEOs. That is to say, the evidence of the research leads to the conclusion that coaching CEOs transforms and boosts vision into the business to achieve a rich picture of the manufacturers.

II. DEFINITION

DEFINITION OF COACHING LEADERSHIP

Leadership coaching directs and influences others to generate and develop leadership anywhere and anytime in a particular organization. This encourages and enables development within the business so that employees can find opportunities and build on their personal strengths. The manufacturer must care enough about people's ability to build personal relationships [4] [5].

Dubrin [5] defines that coaching competence is at all levels of leadership, i.e. leaders who pursue a successful career must consistently be learning and owning coaching skills on a long term basis. Richard [6] defines that coaching leadership key means to add value to the organization to support staff to learn, grow, and develop.

III. HOW TO CREATE EFFECTIVENESS OF COACHING LEADERSHIP

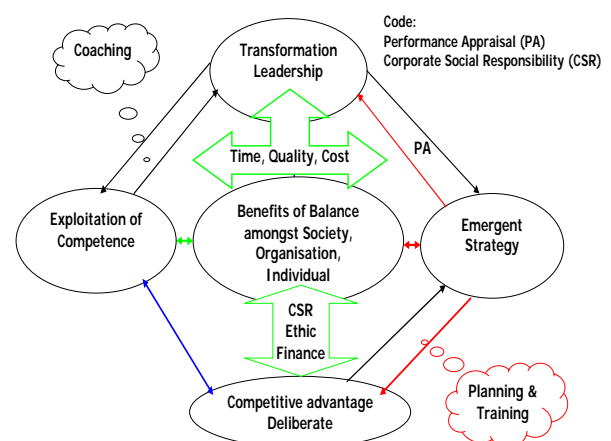


Fig1. The process of effective coach leadership (Adaption from [7])

Coaching leadership has the biggest positive impact on developing future leaders and individual performance essentially; it improves behavior [8].

A. Coaching Leadership is a Project

Fig 1 shows that coaching leadership is a project. It should concern the key factors such as time, quality, cost, and risk. But attention is in crisis points, the coach does not have much time to coach leadership, and leaders do not have the opportunity to ‘practice’ [9].

B. Chose Right Credential Coach

Coaching leadership has external coaches and internal coaches [8]. Coaching leadership needs to choose a suitable coach, whose background and experience is similar to theirs [9]; Dubrin [5] argues coaches might be experts in some aspects in order to be able to coach. According to the author's experiences, an expert who has a similar background to the leader appears to be the most appropriate outcome. It will help them to change habits and behaviour if they are an external coach. It is important that the coach builds a relationship with the learner, one based on fidelity and trust. This ensures good levels of communication and, in turn, lead to accomplishment of goals.

A CEO needs check credentials for external coaches. There are issued by international Coach Federation (IFC), A Master certified coach must meet a standard of 2500 hours of coaching experience. So selecting an appropriate level of experience coach is important for ensuring effectiveness [10].

C. Get a Right Way for Improvement of Leaders' Performance

Goldsmith [11] defines the quality of coaching leadership, which combines roles of "a counsellor, advisor, mentor, cheerleader and a best friend" [12]. Battley [9] maintains that the right coach can help leaders deploy their strengths to generate new capabilities. Fig 1 shows: effective coaching directs people to breakthroughs. It is a skill set to be learned [10], which helps a leader to become a student; meanwhile, a leader is also a coach. He/she coaches a team to exploit their potential strengths and to extend their capacities, in an effort to transform this into competitive advantages of manufacturers. Coaching leadership supports a leader to develop an emergent strategy, which eliminates blind spots and avoids risk. It chooses the right time and suitable facilitating sessions, which are initial actionable strategies for accomplishing association goals. On action is a principle to emphasise in the coaching relationship. The coach should build trust with a learner. It should serve as emotional support to help learners solve problems, break down barriers and make right decision in the workplace. It increases confidence and direct a learner to promote their image within the team which may enhance communication. Thus, coaching leadership should regularly take a holistic approach as 360-degree survey and feedback, and progress should be in small steps at all stages. It helps a learner own leadership skills to take risks and facilitate an organisation's core competences. In addition, coaching leadership looks towards continual innovation, which should lead to effectiveness.

Coaching leadership aims to improve performance rather than just solve specific problems. Regard must be had for the mental health of both coaches and learners. The expected result is that coaching leadership should balance benefits the individuals, organization, and society as a whole. However leadership coaching is not a panacea; Dubrin [5] states it is not a complete remedy and its techniques are not only face to face. There are times when advice may backfire, but employers should recognise using coaches as an investment in staff members. Leaders should spend part of their coaching

fee in pre-derailment intervention to make intensive use external coaches.

D. Coaching CEOs who Influences People to Make Successful Manufacturers

Through coaching, CEOs understand in depth about how to developing leadership to influence followers in building successful imperial manufacturers. It has brainstorming sessions so that they can integrate their vision. It puts corporate social responsibility (CSR) and business ethic into organisational vision [13], which addresses long-term needs. It integrates corporate objectives, department objectives and personal objectives [14] (See Fig 2). CEOs need to coach their team to recognize a different variation of individual and unique culture within the community. It helps people increase their awareness of where they live and how they work. Everyone becomes a coach that has a positive attitude to learning. It is important that employees think positively to overcome barriers and reach (personal and company) goals.

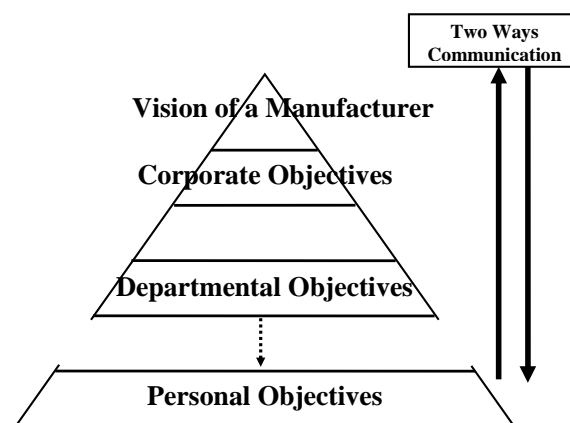


Fig 2: Hierarchy of Objectives of a manufacturer

A good leader is more concerned about developing people than controlling their behavior [4]. It encourages people to apply leadership anywhere and at anytime. Coaching leadership gives leaders 'outside-in' perspective to direct leaders as to what they should to do next [10]. It helps a manager 'break down' their weekly, monthly, and annual planning strategies. Each department and individual has goals with CSR and business ethics. Management science tools can be applied such as balance scorecard, Hoshin Kanri, etc. for example, the performance Appraisal and 360 degree feedback furnishes a manager with information to improve leadership coaching and innovation [15].

Rod & Wight [16] maintain that CEOs' behaviours, attitudes and style easily influence their followers. Gaines-Ross [17] claims that a coach helps a CEO to earn credibility, through being consistently truthful and delivering on promises. CEOs recognise building a reputation is important for them as they are representative of the manufacturer and are responsible for shaping the brand. That is to say, a good image of a CEO attracts stakeholders, shareholders, and employees where they communicate appropriately.

A CEO is a trust builder with his/her followers [16]. He/she creates a safe and appropriate climate and an environment for excellence. A manufacturer needs as the confidential "safe-house" [26] with a modern culture that emphasizes community values. Setting challengeable and achievable goals is important in maintaining a high morale; Battley [9] indicates that teamwork and interpersonal trust are premises for coaching leadership. However, part of a CEO's job is to foster teamwork [16]. He/she makes commitment with followers to change their habits and adapt their behaviours at every level of the manufacturer [18]. Thus, CEOs must have a 'breakthrough' in the initial phase as attracting followers, who understand themselves within the auspices of organizational culture based on a balance between creating modern culture and adapting organisational culture. In short, there should be no boundaries separating departments. A CEO needs to learn from both academics and competitors. In conclusion, the manufacturers need to invest in employees to attend educational and training events.

Coaching leadership needs double-loop learning [5]. Following learning techniques help a CEO who knows what customers and followers need. Every week a CEO and his/her team listen to a taped recording of customer telephone calls; it helps them attend to customer's needs habitually. Also a CEO needs to invite former employees and executives to come back to manufacturer to discuss current performance and future strategies every three months. On a monthly basis, a CEO learns from prospective and current employees from the generation meeting. A CEO needs to attend industrial meetings and academic research forums to learn about industrial benchmarking. This also facilitates in building up a social network. Daft [27] defines that a learning organization must be created by leadership, culture, and empowered people. A flat and smooth structure facilitates the sharing of information. The indicator of the learning manufacture is how much money is spent on both tangible and intangible assets for learning. Opening a modern network (Information system) and library are milestones for a manufactures in becoming a learning organization. Popular modern teaching equipment should be established in each department. A learning association of the manufacturer can be an important group in the development of marketing. Thus, people desire to work for a manufacturer which symbolizes social identity and status.

A CEO is a motivated self-learner by (a) personal interest, (b) drive and achievement, (c) strong work ethics and (d) high skills to eliminate barriers. However, a CEO should be a tenacious self-learner [5].

A CEO is also a mentor [ibid] and an educator [9]. They can provide psychological and social skills to the team. The educators teach problem-solving skills [19] and how to understand that the customer is 'always right'. This skill will nurture a big success.

A CEO is a good listener. She/he understands that a success within leadership is about the workforce being content in their roles. To facilitate the communication and to

acquire an earlier sign of management issues, a CEO needs to invite the director of a department to enjoy a 'work lunch'. A reward system can create a suitable environment. It enables pay to be commensurate with responsibility and rewards from innovative ideas. This encourages successful design. The fair and suitable performance-related pay system encourages people to have more broadened thinking to make more of a contribution. Moreover, a reward system creates a feeling of value amongst the team. The following techniques can be applied such as birthdays celebrated within the team and staff members can enjoy a party together. Their family can receive a celebration cake and this makes the individual and their families feel a respected member of the manufacturer. There are 'today's starts', 'monthly starts', and 'yearly starts' published on the 'bulletin board' and 'inter newsletter'. At the end of year, the local TV broadcasts contribution of 'yearly starts' of the manufacturer, they were reward with a holiday where they could visit famous places across the world. In summary, it increases motivation and therefore performance.

Indeed, a CEO should through open communication, build a closer relationship with people [16]. She/he should be trustworthy and honest, and respects the individual and 'do what is right'. Employees believe manufacturer's goals are part of their own future within the manufacturer and they then become personal goals.

A CEO is an advisor. They help followers in managing their roles. They can put forward ideas and suggestions, encouraging them to prescribe the correct solution. The CEO offers opportunities for promotion so that they can display their knowledge and skills, which then generates dynamics to eliminate barriers.

A CEO is a mediator. She/he focuses on the undercurrent of any conflict occurring, and resolving for the good of all parties. They encourage all parties to take responsibility. In short, a CEO recognises the conflict as an opportunity, and use the conflict constructively in order to produce a long-term solution themselves that suits all parties [20]. For example, when the marketing and financial departments have a conflict about payback period, the CEO tries to balance conflicting information in an attempt to solve the problem amicably. L/C (letter of credit) of financial package is a suitable tool as it reduces payback period.

A CEO is also a problem-solver who motivates his/her team members [19]. He/she is an expert in leaders' area [10]. The CEO coaches his/her team to improve motivation, leadership and management skills. For instance, there are useful techniques for improvement of purchase department's performance such as inviting public bidding in order to rebuild a distribution channel, empowering the HR department who distribute salary to identify a global purchase manager.

A CEO is an informational filter or 'uncertainty absorbers', which can be crucial in encouraging more cautious managers to engage in risks taking positively [21]. She/he should be

self-confident as in their position they strive to empower people to be accountable for their actions. Following techniques can be applied; investing in R&D for new products and, offering flexible working time arrangements for the engineers. The policy allows experts to share benefits for creating patents. To take risk positively, it means running business should obey the law.

Balance between change and stability for competitive needs is important. A CEO synthesized to have strategic perspective on current and developing captivities of the manufacturer. Staff members are encouraged to innovate and improve their performance according feedback. Fig3 illustrates the current situation accounting for today's (recession) environment.

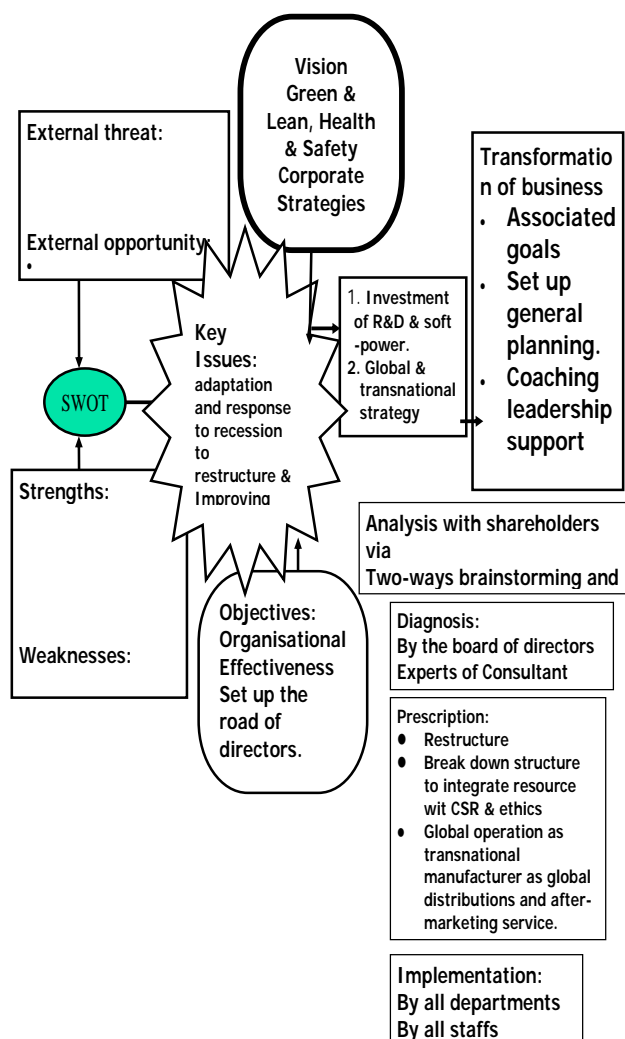


Fig 3: An audit tool for building a Rich Picture of a manufacture

The manufacturer needs to adapt to these difficult financial circumstances quickly but building modern culture needs time. So this is a key issue, i.e. how to maintain the balance between quickly adapting structure and slowly change culture in order to gain a competitive advantage. The attention is there will still be conflicts during this strategic change process. If people resist change, a CEO needs to listen to what they need (listener), and asks them questions/gives suggestion (adviser). The CEO interprets a new rich picture

clearly and fully, including how employees receive benefits both in the short term and long term. It supports them to overcome obstacles (solver), and mediate conflict to retain commitment of change (mediator). The CEO provides incentives for volunteer work (motivator) and creates a learning culture to build a learning organisation. This learning climate encourages people pursue to training and coaching so that they can gain knowledge in order to develop their skills. Therefore, transformation of business is likely to be more successful. The substantial outcomes show the balance of benefits amongst the individual, manufacturer and society.

E. Coaching a HR Manager to Support Development of Goals

It is priority that coaching CEOs and HR managers develop an awareness of how to detect the early signs of key issues of leadership management. Using coach is as a mirror to define the role of HR manager. Thus, through coaching, an HR Manager should enhance his/her full awareness of all the aspects of HR functions [22].

Sharing Visions

In the creative visioning process, the HR manager should discuss any issues with the senior management team. The HR manager has been known to draw more influence with the staff team and the senior managers. Through leadership coaching, the HR manager understands the difference 'between leadership and management'. It awakens capacities of the HR manager. He/she must bring forth all issues within whole manufacturer and not just those affecting the HR department. A meeting needs to be organized for this information to be generated and shared. Furthermore, the HR manager needs to develop training workshops to understand how to share the manufacturer's vision.

Build Coaching Capabilities as Advancing as Shifting of top Management Priorities

Coaching HR managers should increase their understanding that prioritizing the HR objective builds a bridge between top and bottom [5]. HR managers should gain HRM capacities to understand the industrial benchmark of HR and the local and industrial labour market. The capacities of HR managers enable them to design an appropriate structure and job design to support manufacturers' changes. The HR reward system and performance appraisal extends core values to provide individuals with increased benefits. A fair performance-related pay system helps a CEO to redefine groupings to prevent cliques from forming within the manufacturer. HR policy directs people how to work and where to go, recognising people's contribution. Thus, both top and bottom can share strategic understanding. Monthly 360 degree survey and feedback is a useful tool to understand people's needs. Furthermore, an HR forum generates new ideas and gets people thinking. For example, HR experts, such as national insurance expert, go to lectures to introduce HR policy. Open communication assists the HR manager in understanding and being aware of what the members feel and any difficulties including personal problems at the early stage.

Championing manufacturer's Objective as Coach to Create HR Strategies

A middle manager can champion the manufacturer strategy and synthesise new information in assessing the strategic context [22]. Synthesising information includes being aware of the interactions with senior management as well as operational involvement in the facilitating and implementing role. The HR manager has dialogue with both 'top' and 'bottom'. It creates HR strategies to connect in both upward and downward directions. The HR Manager puts strategies into action. The first action is transfer salaries with accountability to the finance department, which can truly influence other departments to champion organizational strategies based on a feasible HR planning.

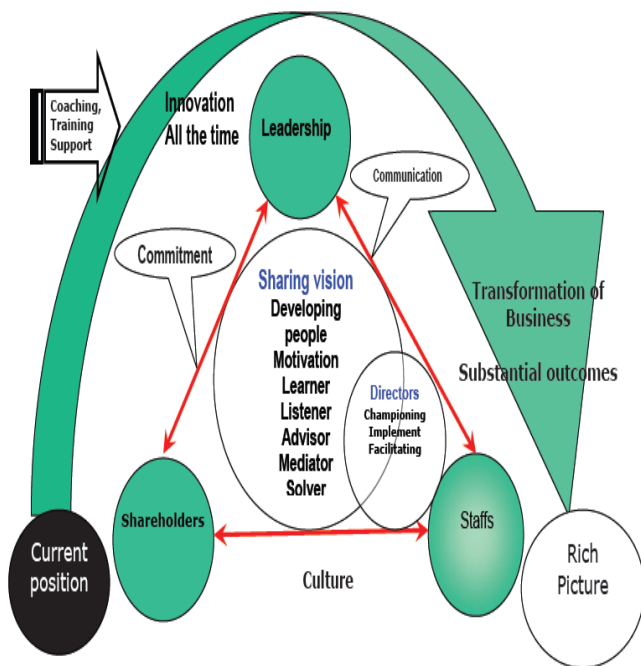


Fig 4: The process of Leadership Development negotiation & Dealing within organisation.

Role of Leadership Implements to Motivate People to Transform and Boost Vision into the Business

The role of an implanter can inject new strategic priorities into the manufacturers; essentially, it redeploys manufacturer's capacities [16]. Quality and output of production are set out on a blackboard to inspire employees to pursue their goals as high quality with outstanding output and work hard to create quality products.

The HR manager needs coaching in transforming vision into function, and recruitment and training opportunities to be readily available to boost manufacturer's vision. Training workshops furnish individuals with a set of multi-skills they can use in the role. HR manager sets up a performance appraisal system and these goals are from mutual discussions in short-term, medium-term and long-term. It motivates people to learn more and provides an incentive to then coach others in the same vein. Job rotation planning is a good tool to broaden employees' skills and increase their diversity, that is to say, meeting new people in similar roles boosts morale to stimulate 'flat employees' [16]. A mentoring program is a

useful tool used for new employees who become an apprentice to a master. A solemn ceremony for new masters is an appropriate technique to boost a learning manufacturer.

Facilitating as Coach to design HR Policies

The HR manager needs to coach line managers to discuss HR policies. It plays a key role in fostering organisational cohesion [23]. Staff members are valued and the manufacturer can assist a family in their difficult time and key events in line with regulation. For example, if someone's son got an offer to study at university, the manufacturer posts a celebratory card and sponsors a small sum of money. The manufacturer offers employment in the local area too. To ensure the satisfaction of workers, regular survey (both internal and external agency) is essential. It feeds back to the CEO if there are signs of issues within management those needs to be addressed at the early stages. It can help CEOs to have a good preparation via risk management strategies. However, HR supports the manufacturer to realign resources that enables them to make more contributions.

F. Difference between Coaching CEOs and Directors

Coaching leadership is linked with the application of psychological theories and management science skills. From psychological theories, coaching CEO and Directors both need to build reputations that integrate the manufacturers' reputation. Coaching CEOs and Directors both need to be in good mental health. Both need praise in tiny doses to motivate people. Both need excellent communication skills. Both need feedback in time and innovation all the time to maintain an advantage and keep other competitors at bay.

From management science, a CEO needs holistic management, knowledge, and skills. Directors need specific management knowledge and skills as they are an expert of specific function. Directors are advisers of CEOs in specific function to champion manufacturer's strategies from operational involvement in the facilitating and implementing of roles [22]. A CEO is a high level position, which brings stronger influence than Directors. A CEO represents one sort of node, which link the external environment with the internal environment. They provide overall strategic directions of the manufacturer. Directors represent another sort of node, which links 'top' management and 'bottom' with specific function of external environment. HR's nodes are at the operational level, a CEO responds to overall manufacturer's activities. Directors respond to related actions in specific functions. A CEO influences people and all activities within the manufacturer whereas a Director influences people within a specific role in the manufacturer. A CEO controls all of the manufacturer's resources whereas a Director controls specific resources. A CEO creates strategic values whereas a Director firstly should understand strategic values and how to add strategic values, then, according to this, they can create operational strategic values. A CEO's risk management strategy is wholly different from a Director's. That is to say, being an effective leader is about developing staff members into human capital. They are outstanding motivators, learners, listeners, advisors, mediators and problem-solvers for both coaching CEOs and

Directors. Nevertheless, their targets are different. For example, such as a mediator, when a department has conflict with other departments in the manufacturer, the HR manager may not mediate. There can be no doubt that the CEO is at the helm of create vision. Directors share vision and boost vision that it is their roles, a combination of 'championing, implanting, facilitating, implementing, and impelling'. In short, coaching leadership can be done in many ways and using much technology, but it should take note of the stark differences between coaching CEOs and coaching Directors. Which way is the best way and which technology is most appropriate in a certain situation will differ depending on the task at hand, as well as relationships and circumstances [5].

IV. CONCLUSION

It is evident that coaching skill is an important aspect of leadership, which transforms and boosts vision into business to achieve a rich picture. During an economic recession -- a difficult time for any organization, a priority for manufacturers is to improve the quality of leadership. CEOs need to be coached. Coaching CEOs is a project. Coaching leadership is a program. This coach enables CEOs to find the right time, reasonable cost and high quality to ensure effective manufacturer (See Fig1). This effective module of leadership development enables manufacturers to develop an international competitive advantage through innovation.

Fig 3 is a useful audit tool for a description of coaching CEOs in manufacturers. It helps manufacturers to gain more cash flow, by maintaining the focus on current market and exploring the new market concurrently [3]. The restructure of a manufacturer and control of the budget is the most effective way of acquiring the best financial outcome (increasing cash flow) in line with green and lean strategies. It needs to invest more on design and R&D as the driving force behind the business.

The CEO undoubtedly has a complex role, including a motivator, a leaner, a listener, an educator, an advisor, a mediator and a problem-solver. She/he influences everyone within the manufacturer to develop leadership. Coaching leadership for CEOs and Directors must take account of the difference in position, power, node, targets and scope of influence, knowledge, and skills. Coaching Directors focus on working with this combination: 'championing, implanting, facilitating, and impelling'. They communicate with 'top' and 'bottom' to share and boost vision. It extends coaching CEOs. The CEO is at the helm of the manufacturer to create and integrate vision. The coach must select appropriate methods before they begin and this will depend on relationships and circumstances.

Attending appropriate training and coaching for every possibility help to avoid risks based on the excellent planning. It especially obeys relevant business laws. It should pay more attention to putting corporate social responsibilities, business ethics and human rights into manufacturers to create an excellent environment where leadership can be delivered.

The management science tools as Hoshin Kanri [24] and balanced scorecard [25] are used to conduct coaching leadership. It should apply the performance appraisal to measure the leadership's effectiveness. To measure intangible issues like leadership is always difficult. It is vital to detect early signs and identify issues of leadership management in the early stages. Those issues need to be predicted and then prevented.

Coaching CEOs can attain abilities to sell and share ideas with people, especially with regards to shared vision within the manufacturer. The effective process facilitates CEOs to ensure that all employees have a step-by-step action plan. Appraisal looks at leadership qualities and focuses on both employees' and customers' satisfaction [18]. Holistic coaching across the board is important as each workshop aims to teach something new based on psychometric testing. 360-degree feedback is collected on a regular basis to ensure that there is consistency in innovation amongst the staff teams. This ensures there is satisfaction within the workforce and this helps to safeguard careers in the manufacturer's energetic leadership management system during the recession. There cannot be long-term barriers within the manufacturers. Volunteer actions come to live in leadership-manufacturer that can transform vision into business with minimal effort.

In conclusion, effective leaders are good coaches and good students. Successful leaders may not be good coaches. Long term successful leaders are good coaches and good students. However, leadership coaching is not a panacea and it must be borne in mind that selecting an appropriate coach based on background, experience, knowledge, and skills is a difficult task.

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