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EXECUTIVE COACHING: PERSPECTIVES OF EFFECTIVENESS FROM EXECUTIVES AND COACHES

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There has been a remarkable expansion in the use of executive coaching as an executive development technique over the past two decades. The widespread popularity of executive coaching has been based largely on anecdotal feedback regarding its effectiveness. The small body of empirical research has been growing but conclusive outcomes are rare. This investigation has focused on the factors of executive coaching that contribute to its effectiveness with the perceptions of both executives and coaches being sought. Six major themes were identified, each comprising a collection of meanings. The findings of this study add value to the field by identifying factors contributing to coaching effectiveness, and providing for the coaching practitioner a basis for enhancing their practice of executive coaching.