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# Coaching as a Tool for Strategic Growth for Developing Companies: Practical Cases

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**Abstract:** This article examines coaching as a strategic growth tool for the corporate environment of developing companies, with particular emphasis on practically applying the methodology. To that end, this paper analyzes the effectiveness of leading organizations' coaching in resolving critical growth challenges: scaling operations, change management, and talent retention. Businesses must be oriented to dynamically changing market conditions; hence, coaching emerged as a crucial resource for developing leaders, ensuring an organizational culture's agility, and attaining sustainable competitive advantages. The scientific novelty consists in systematizing industry practices in determining the linking coaching to financial results and proposing a model for adjusting the methodology to various economic sectors. The methodological base of the study combined qualitative and quantitative analysis of 11 sources, including academic works, industry reports, and company cases (Google, Intel, MD Anderson Cancer Center, Verizon). The main findings confirm that coaching is a strategic growth catalyst but is effective only through integration with corporate culture and top management support. Universal solutions are less effective: healthcare emphasizes staff stability, while technology focuses on innovation and flexibility. The key condition for success is the establishment of clear KPIs, such as an increase in internal appointments as well as improved team interactions and financial indicators. This study, therefore, contributes to management theory by showing that investment in coaching can be transformed not just into intangible benefits (employee confidence, communication) but also into measurable

economic returns that enhance long-term business sustainability. It will serve company executives, HR managers, business coaches, and researchers in corporate governance who wish to incorporate coaching as a strategic tool in overcoming challenges related to growth and increasing the potential for sustainability by integrating leadership into an organization.

**Keywords:** coaching, strategic growth, developing companies, leadership competencies, employee engagement, corporate culture.

### **Introduction:**

Coaching is a methodology for developing personal and professional skills that is of increasing importance in modern business. This is a dialogic methodology for developing independent thinking through which the client can tap into their potential and productivity [1]. Coaching differs from traditional forms of training or consulting in that it centers on the quest for solutions by oneself, and this makes it particularly valuable in the context of business. It can be applied to increase motivation, goal-setting, problem-solving, performance appraisal, delegation, conflict resolution, and teamwork among employees. This is especially significant for companies pursuing sustainable development since coaching helps shape a corporate culture that is flexible and adaptive to the corporate challenges of today. Strategic growth contains long-term planning aimed at realizing sustainable development as well as strengthening the company's market position. For developing companies, this strategic growth process typically poses several problems, such as scaling operations, managing change, and retaining key employees. The challenges that often plague rapid development include an inadequacy in leadership skills, low employee engagement, and a tepidness to adapt to new circumstances; yet, if approached correctly, these challenges can be tackled and hence foster further development. Firms must innovate their human resource management practices and be agile in their decisions that make strategic growth a process of complex but necessary progression towards competitiveness. Coaching is one of the important means by which strategic growth can be achieved since it improves leadership qualities as well as raises levels of employee engagement and adaptability to changes. In helping develop independent thinking, coaching helps managers and employees start finding effective solutions to complex problems, thereby also strengthening team communication and increasing

motivation.

### **MATERIALS AND METHODOLOGY**

The study of coaching as a strategic growth tool for developing companies is based on the analysis of 11 sources, including academic articles, industry reports, cases, and media publications. The theoretical basis was formed by works devoted to the sociological analysis of coaching [1] and its role in managing employee behavioral variables [4]. Data on global trends and the economic efficiency of coaching were obtained from the ICF Global Coaching Study 2023 [3] and Get Session [2] reports, which confirmed growth in companies with systematic coaching programs. Practical aspects are illustrated by cases of large corporations: examples of Google [7, 9, 10] and Intel [11] demonstrated how coaching contributes to the development of leadership qualities and increases employee engagement. LinkedIn materials [6] and research [5] revealed barriers to the implementation of coaching in small and medium businesses, including limited resources. Methodologically, the study combined qualitative and quantitative analysis. A systematic review of academic articles [1, 4, 5] and industry reports [2, 3] identified key success metrics: increased productivity and reduced turnover. A comparative method was used to compare approaches across companies: an analysis of the MDA case [6] revealed that a combination of individual and group coaching accelerated the implementation of strategic initiatives by 40%. Content analysis of publications [7–9] identified behavioral patterns of successful Google managers, including regular feedback through coaching.

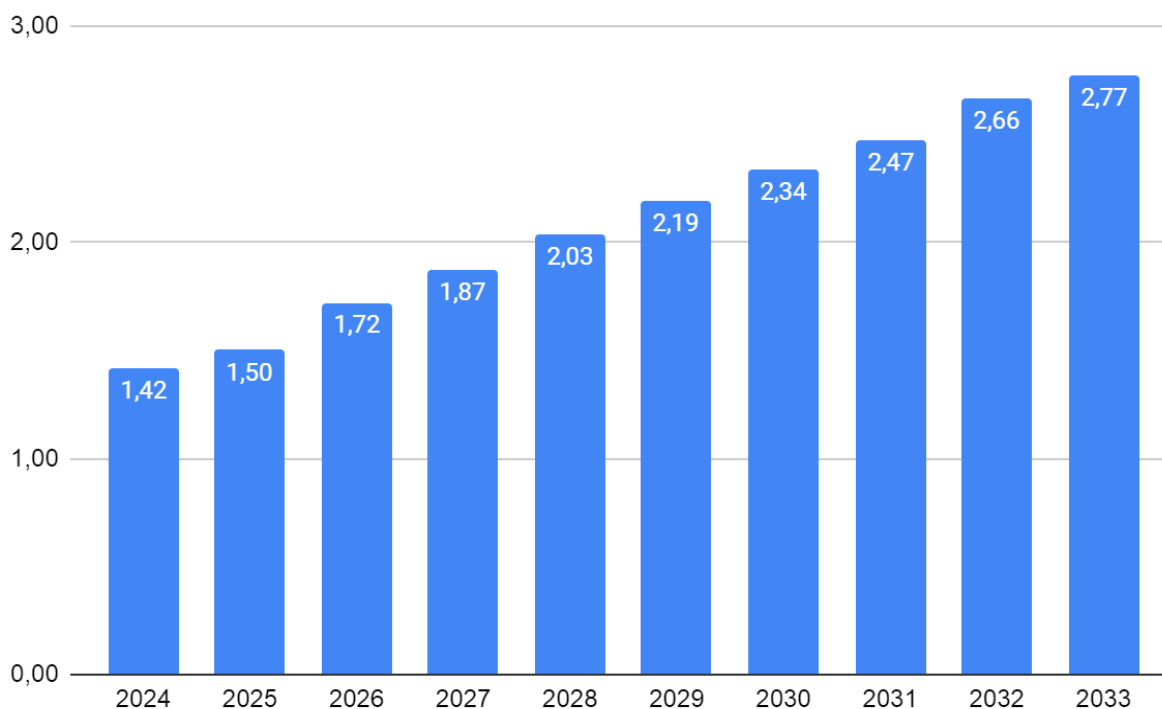
### **RESULTS AND DISCUSSION**

Coaching as a methodology represents a dialogical practice in interaction between the coach and the coachee aimed at developing independent thinking of the latter. Unlike consulting or training, which may imply traditional conditions of providing ready-made solutions or directives, coaching creates the conditions under which the client himself can answer posed questions and determine ways to achieve goals. The process involves using open questions, listening techniques, and reflection that leads to a deep understanding by the client of his needs, resources, and strategies of action. In this way, it builds up critical thinking, self-management skills, and responsibility for making decisions. The dialog helps to discover internal motives and values; therefore, it becomes purposeful. The role of coaching in developing autonomy is well underscored by various theoretical underpinnings. Self-determination theory, in particular, flags autonomy,

competence, and relatedness as crucial ingredients for personal development. Coaching promotes goal setting, problem solving, and performance evaluation, which in turn motivates workers to explore new ways and possible solutions on their own. The organizational context has successfully applied this to the development of leadership skills and team building. For instance, managers trained to use coaching techniques communicate more effectively with their subordinates, thereby improving the team's performance considerably. Additionally, coaching serves as a tool for managing performance and conflicts, hence providing employees an avenue for self-analysis and seeking solutions. Strategic growth is a considerate and methodic development of a firm pinpointed at attaining long-term objectives coupled with sustaining a competitive edge. This process includes making and putting into action plans that help the business get bigger, make work better, and change with what happens outside. To put strategic growth into action, a very careful look is taken at everything inside the company, like how much they can make, their workers, and money resources, also checking outside things like market patterns, competition, and economy conditions. This is not like short-term plans because strategic growth aims to build a strong base for future sustainable growth, making it very important in running organizations that want to last in the long term with

success.

Growing companies in the active growth phase face multiple challenges that can significantly impede the process of executing the strategic plan. One of the largest impediments is scaling operations not just by increasing production capacity but also by restructuring management structures and processes. This has often resulted in poor inter-departmental coordination and controls over quality and efficiency, among other things. Another major challenge is change management due to the dynamics of the external environment and the internal transformation of the company. Successful change management requires flexibility in adapting business models and corporate culture, which comes with a dire shortage of either experience or resources. Talent retention becomes an equally important task because competition for qualified specialists gets heightened as a result of rapid company growth. To retain employees and prevent them from joining rival firms, an organization has to offer chances for growth as well as motivation, and it needs to create a good working atmosphere. In business growth, particularly in making sure firms grow strategically, coaching helps break mental barriers as well as develop strategic thinking and manage stress; therefore, the reason behind the increasing size of the business coaching market is captured in Figure 1.



**Fig. 1. The global business coaching service market size, USD billion (compiled by author based on [12])**

Fear, prejudice, and self-doubt are some of the mental

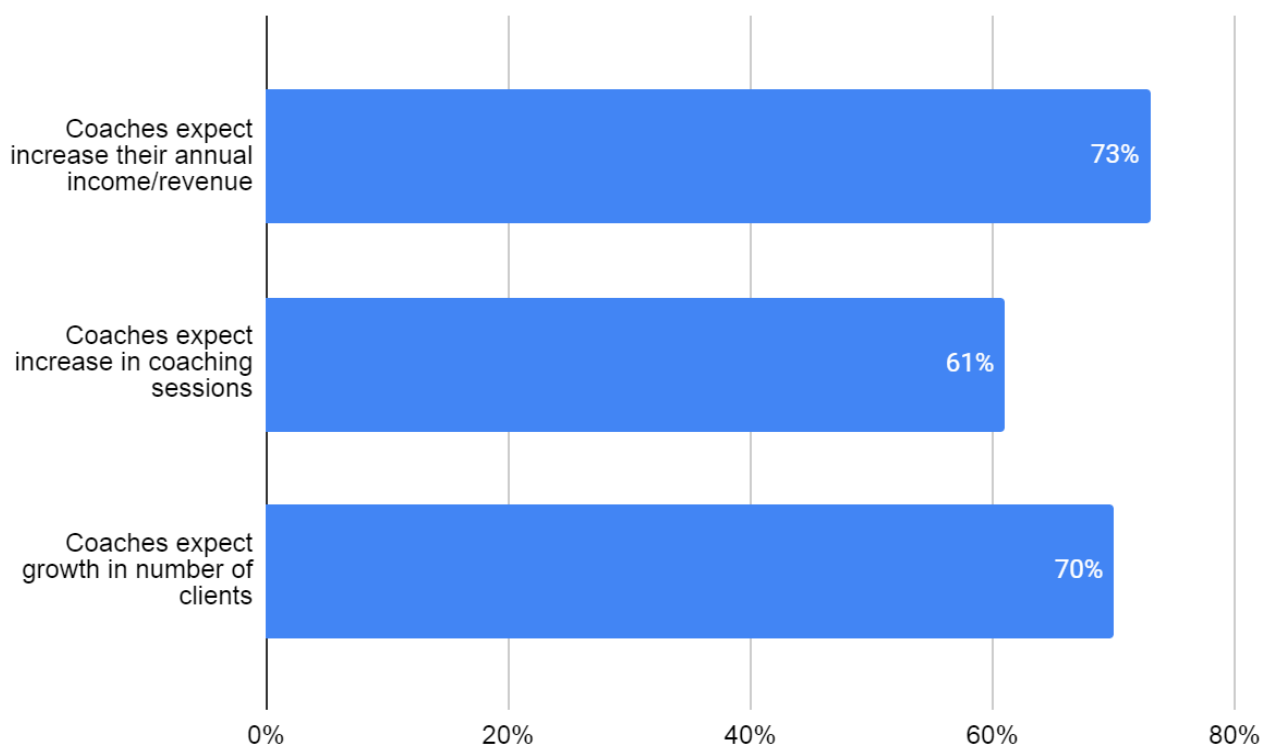
barriers that people have, and these often block creative ideas and flexibility with change [6]. Coaching

creates a safe reflective space for leaders and employees to identify the internal barriers touching their minds and, therefore, break those barriers. Through dialogue and open questioning, coaching stimulates thinking in the clients' own right so that they can find solutions and build confidence in themselves. This is most necessary for companies in growth where psychological barriers due to uncertainty and rapid change may impede development progress. Coaching helps develop a prospecting view as well as analyzing complex interrelations within the business over a longer period concerning strategic thinking. In addition, strategic thinking includes forecasting trends, risk assessment, and decision-making on sustainable development directions. Coaching helps leaders ask relevant questions and analyze data to determine key success factors, hence enhancing their capacity for strategic planning. This is directly connected to the strategic growth challenges of scaling and change management that have to be understood by leaders regarding their strengths and weaknesses. Coaching enables leaders to manage transformation processes better and adjust business models to new conditions, thus ensuring the competitiveness of the company.

Stress management is also part of strategic growth, more so when the atmosphere is uncertain and heavily competitive. Coaching offers tools for building personal stress management like mindfulness, task

prioritization, and delegation, which enables leaders and employees to keep their productivity going and make informed decisions even in tough situations. The development of emotional intelligence, which usually comes with the coaching process, enhances the capacity to manage one's own emotions as well as those of the team, a very core component in keeping motivation as well as preventing burnout.

Statistics confirm the effect of coaching on profitability and employee engagement. To study [2], it was reported that 86% of organizations saw an ROI on coaching, and 96% of those with an executive coach stated they would repeat the process. Both tangible and intangible factors were behind these results; productivity and overall effectiveness of employees, reduced costs, increased revenue and sales, employee retention, and engagement are some of the tangible benefits. Intangible benefits include increased confidence among the coachees, better communication, and stronger relations between peer employees as well as with key stakeholders. To study [3], almost three in four (73%) expect their annual income/revenue to increase, which can be attributed majorly to the increase in the number of coaching sessions (61%) that the majority of coaches expect and the number of clients (70%). This is visualized in Figure 2.

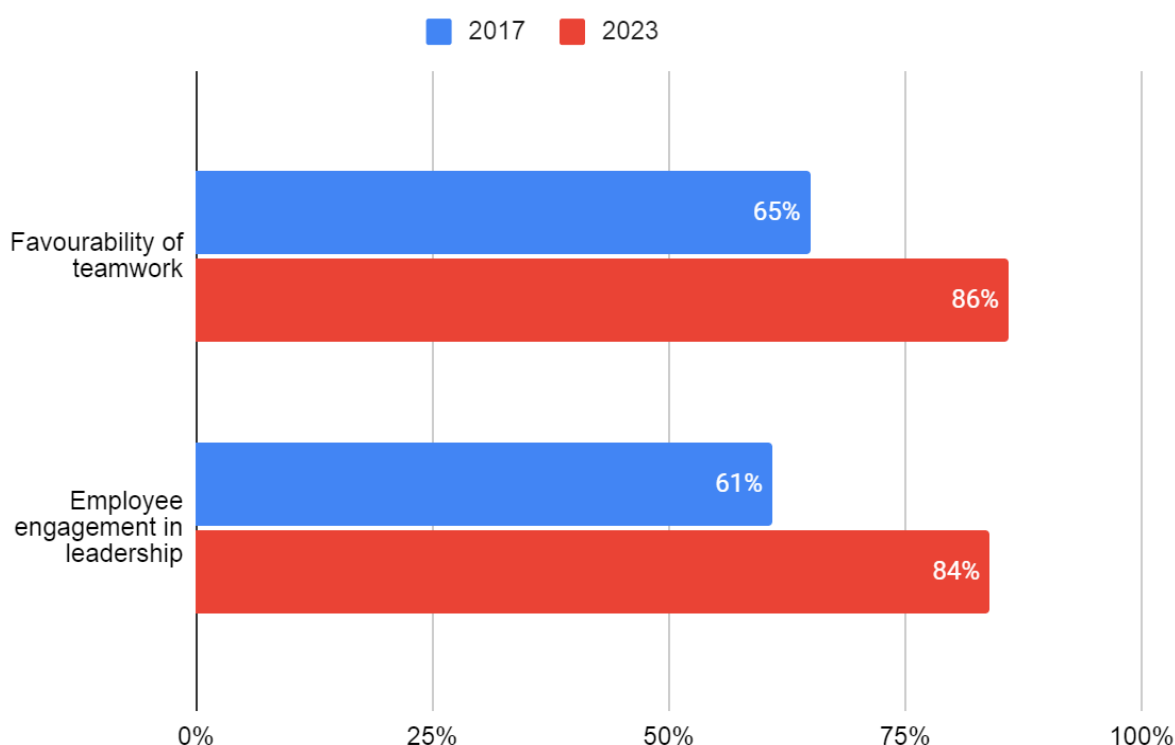


**Fig. 2. Coaches' expectations (compiled by author based on [3])**

Consider coaching at MD Anderson Cancer Center, one of the top cancer centers in the United States, based on research [6]. Known for its impacts on healthcare, has developed an extensive leadership and employee support coaching program. This initiative was redesigned and expanded from 5 to 10 months and offered annually to about 45 leaders. It comprises 105 fully institution-funded hours of training, underscoring organizational commitment to staff development. Its accessibility makes it a flexible tool that can be used both for onboarding new employees and for long-term leadership development purposes. Since 2018, up to 70% of the workforce has participated in coaching; since 2019, there have been 210 trained internal coaches. Regular coaching meetings are held every 3-4

weeks in the program structure, initially more often to build rapport and later moving to monthly or 5-6 weeks based on the tailoring of the approach to the needs of individual clients.

The program emphasizes teamwork and employee engagement, which are metrics that go beyond the usual turnover and promotion figures. For instance, the favorability of teamwork—measured by surveys—has moved from 65% in 2017 to 86% in 2023; it grew from 61% to 84% in leadership engagement over the same period. These changes are starkly shown in Figure 3, showing how coaching creates conditions within the organizational culture for sustainable growth—increasing collaboration and motivation.



**Fig. 3. Dynamics of change in indicators with the introduction of coaching (compiled by author based on [6])**

One of the major successes of the initiative is a great drop in the leaving rate among new heads. As per the information, onboarding coaching cut the leaving rate of new heads by 52% when compared to heads that did not get coaching. Coached heads had a leaving rate of 12%, while the other group had a leaving rate of 23%.

It has also enhanced the internal promotion to leadership positions. The percentage of internal hires for executive positions now stands at 55%, which is a 53% delta over the past years. Data shows that in 2016, this was roughly 3.6%, and by the year 2023, it scaled up to 55%, so an increase of 53%. It demonstrates how

successful the program has been in prepping workers for higher positions, thus bolstering the talent pool and cutting down on external hiring.

Another great case would be Verizon, which has invested very much in coaching by offering it to its executives for support in career transitions, successions, and even particular performance goals. According to a study [7], about 90% of newly hired and recently promoted directors at Verizon work with an executive transition coach during their first three months in the position. The company also provides new college graduates in their rotation program with



executive coaching. Survey results on Verizon's coaching programs show that the investment is paying off: 94% of new directors would recommend executive coaching to assist with the onboarding process; 95% of new directors and their managers about the extent to which the program significantly improved their performance. To this, 99% of all managers surveyed said that coaching has improved new directors' impact in communication, executive presence and influence, resilience and change, team performance, and strategic thinking. Google launched Project Oxygen in 2008 that identified being a good coach as a core behavior of effective managers, thereby highlighting Coaching as a major factor in Strategic Development. This project analyzed more than manager observations 10,000 including performance review surveys and award nominations, to determine key behaviors. Through programs like Career Guru, initiated in 2010, Google shares internal coaching with its employees, which facilitates the process of developing a career and enhancing leadership skills. The Career Guru program has turned out to be very successful, wherein the coaching sessions received an average employee satisfaction rating of 4.8 out of 5. Participants can talk about anything from career planning to sustainable well-being with an option of up to eight sessions as per their needs. To become a Guru, one has to be working for Google for about two years, possess a senior level or subject matter expert position, and complete three hours of training before starting to coach.

One case that stood out involved a manager who first caught the team's ire for being just too bossy, arrogant, political, and secretive [10]. Google gave him one-on-one coaching and did it with internal coaches rather than going through the trouble of hiring externally. After six months, the team started to grudgingly acknowledge improvements in surveys; after a year, much more marked improvement, but it was still not enough to make him one of the top managers. He worked style-wise so much better—yet this was the same style that had earlier denied him promotion or even rejection.

Intel's commitment to coaching is exemplified by its long-standing program, which has been in place for over 15 years and started as a bottom-up initiative. It targets high-potential managers and leaders; in 2021 alone, it directly coached 1,100 individuals and impacted 11,000 employees through a "turn and teach" approach. The coaching strategy includes three pillars: Get Coached, Learn How to Coach, and Infrastructure and Governance, making a comprehensive approach to development. Special initiatives include Women's Leadership Academy and returning parents to work after maternity leave, supporting marginalized groups such as women and minorities aimed strictly at

doubling their numbers in senior leadership.

The program measures itself via direct surveys of coachees, retention analytics, org employee experience surveys, and manager dev feedback. Its effectiveness shows in the results: leaders in the program have a 2.7x promo rate, 91% hitting biz goals and acquiring new leadership skills. The program also contributes nearly \$1 billion a year to operating margins — a fact that quite surprised us and highlights its financial impact.

These case studies demonstrate how coaching can catalyze strategic growth powerfully in companies that are growing. By investing in coaching programs, large organizations has not only improved individual performance but also moved for wider organizational success so that the tangible benefits of applying coaching toward corporate development can be examined.

The case studies presented demonstrate that coaching is a key tool for strategic growth of companies, impacting the development of leadership capabilities and employee engagement.

The effectiveness of coaching, however, varies across contexts and industries. In healthcare, as at MD Anderson, coaching has been particularly effective in reducing turnover and strengthening internal talent pools, reflecting the need for workforce stability in the industry. In technology companies such as Google, coaching has primarily supported leadership development and adaptation to remote work, reflecting the dynamic nature of the industry. At Intel, coaching has shown significant financial impact, which may be related to the focus on operational efficiency and the specificity of the corporate culture. Thus, industry characteristics and organizational context determine the specific coaching outcomes; therefore, it needs to be tailored to the unique circumstances of each company.

To successfully embed coaching within the development programs of a company, it is advisable to secure explicit involvement from the senior management and outline clear KPIs. The active participation of management guarantees not only commitment but also the necessary resources for sustaining the program in the long run. Clearly defined metrics—be they reduced turnover rates, increased internal placements, improved quality of management, employee satisfaction scores, or financial performance indicators such as operating margin—serve to quantify coaching as a contributor to strategic growth in qualitative terms. One example is Intel, where coaching programs are evaluated both in terms of progress and their financial contribution; such initiatives underscore their absolute importance. Coaching linked to these parameters aligns it with core business objectives and

enhances its positioning within the organization's strategy for sustainability.

## CONCLUSION

The analysis carried out establishes coaching as a truly viable mechanism for strategic growth for developing companies, balancing both employee individual development and organizational transformation. The examples from top firms such as MD Anderson Cancer Center, Verizon, Google, and Intel give a solid footing to say that embedding coaching in corporate culture paves ways through the major pitfalls typically associated with scaling, change management, and talent retention. In addition to sustaining the development of leadership skills, bettering employee engagement, and strengthening internal talent pools—the program has direct implications on organizations' competitiveness—coaching works by dismantling mental barriers and building up strategic thinking. For instance, at MD Anderson, coaching cut new leader turnover by 52% and increased the rate of insider leadership hoisting to 55%. That underscores its role in establishing a stable management structure. In the tech throng, like the Google tale shows, training has turned the base for bosses to adjust to changing times, bettering talk and feelings. Also, the cash wins from Intel's plan, which adds nearly \$1 billion to operating margins each year, show that spending in training can be changed into big money gains.

A major element in the effective outcome of coaching initiatives is to ensure it fits the particularities of industry specificity and organizational goals. For healthcare, the emphasis is on stability and turnover reduction; for tech companies, coaching pertains to flexibility and innovation. This underscores that generic approaches are less efficacious - programs should be tailored to reflect the specific needs of the business, be it supporting marginalized groups, as at Intel, or creating career trajectories, as at Verizon.

To reach the best result, it needs top management to actively support, strategic planning to integrate coaching, and clear evaluation metrics to be present. Setting KPIs such as internal appointments, improvement teamwork, or financial performance quantifies the study's contribution toward the development of the company. Also, as seen in Google's case, merging internal coaching with manager training in coaching techniques generates synergy, which in turn reinforces organizational culture regarding cooperation. Thus, coaching will not only fix existing managerial problems but also lay down a foundation for sustainable long-term growth. Its place in crisis management change adaptation and leadership potential development is where it rationally deserves a

strategic placement within an organization that wishes to be effective when facing such multilateral challenges. Long-term effects of leadership development on innovation and corporate social responsibility could be some future studies that would make the contribution of coaching to the business ecosystem much clearer.

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