

# Why study goal setting?

- Goal setting matters to organizations. Goals direct attention and goal-setting is a proven practical managerial tool.
- Goal setting matters to individual leaders. The clarity of goal setting begins the process of change.
- The more capable people judge themselves to be, the higher goals they set for themselves and the more firmly committed they remain to them (Bandura, 1991; Locke & Latham, 2002).



# Executive Coaching

- With executive coaching, it is generally accepted that goal-setting is a necessary condition for successful coaching (Grant & Zackson, 2004).



# Barriers to goal setting themes

Reflecting on a decision is a theme that emerged from two different types of decisions: either the client was struggling with some decision that involved a risk or commitment, or the client was facing job change or moving to a new location. A life changing decision is now themed as standing at a crossroad of a life decision.

- Behavior problem
- Emotional intelligence
- Reflecting on a decision
- Resisting change
- Standing at the crossroad of a life decision

### **Behavior problem**

- A specific mention of a behavior problem or issue that brings the coach into the company to work with the client., for example lack of political savvy.

### **Emotional intelligence**

- Managing emotions, emotional self-regulation, negative emotions - For some people it is cultivating and demonstrating caring about people versus exclusively performance results.

### **Reflecting on a decision**

- Not making the decision to move forward toward the goal because of some higher level decision that needs to be made.
- Sitting on the fence, struggling with committing.

### **Resisting change**

- Avoiding the pain of some change or refusing to make the needed change, rather not go through all this painful behavior change.

### **Standing at crossroad**

- Contemplating a life change, job change, move, large decision
- I think the ones that are more difficult are the ones where people are kind of standing at a crossroads and it's going to be a big decision that's going to impact their life and those of—those around them. For instance, a job change or a move to an entirely different environment or something like that.

# Strategies for Enhancing Self-Efficacy

Two key themes were evident in the executive coach's answers: looking at past successes (mastery experiences) and modeling others (modeling). Here is where I started to see specific examples of social cognitive theory. According to Bandura (1982) self-efficacy arises from a variety of sources, including personal accomplishments (mastery experiences), observation of others similar to oneself succeeding (modeling), verbal persuasion (coaching and suggestion). The most effective way to develop self-efficacy is through mastery experiences And seeing others succeed by sustained effort may also elevate people's beliefs about their own capabilities (Bandura, 1982).

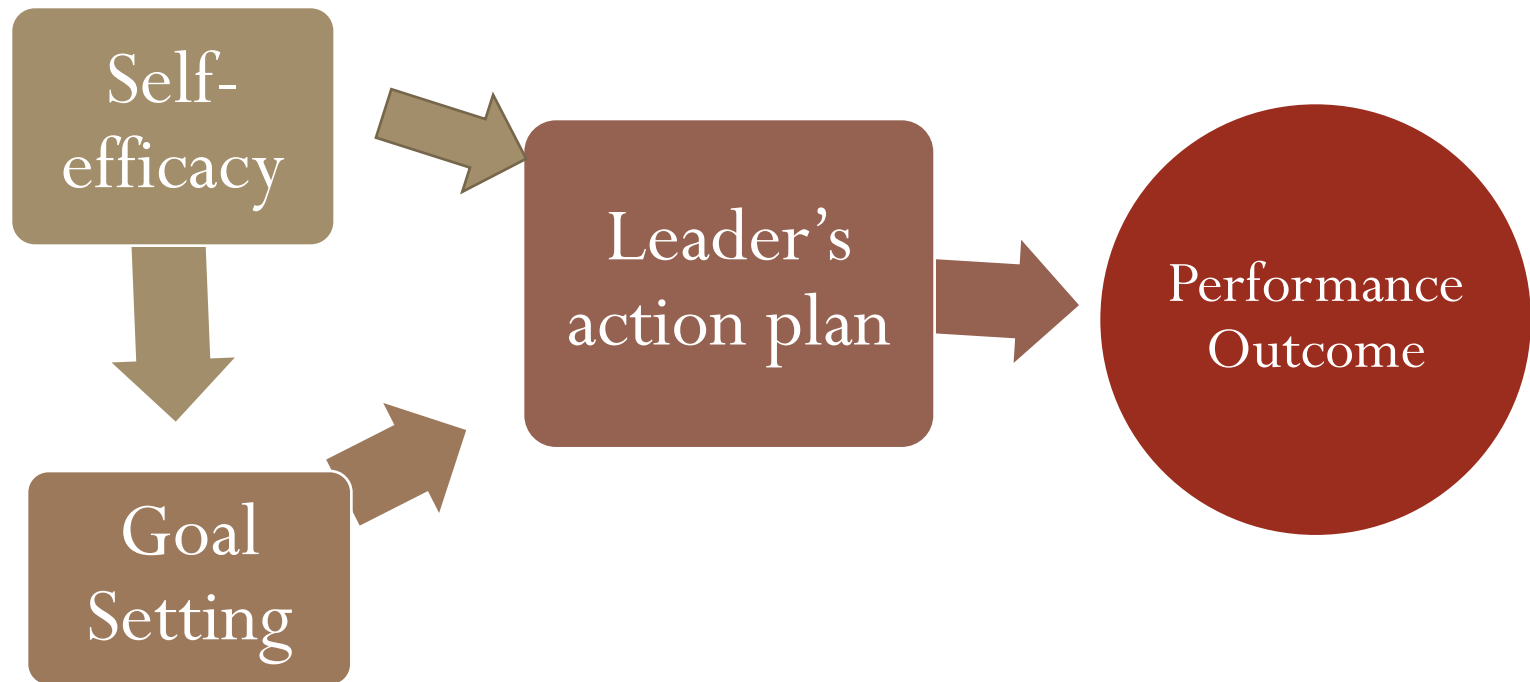
- Alignment with values
- Look at Past Success
- Model Others
- Personal Development and Learning

# Coaching process themes

The review of career history and upfront assessment are listed as separate themes. Reviewing career history is mentioned by the coaches both as an upfront assessment and as a way of looking at past successes. A frequent mention and other upfront assessments included 360 feedback, MBTI, DISC, and Hogan Leadership Index.

- Build in strategy for accountability
- Review career history
- Clarify the goal
- Upfront assessment

# Self-efficacy role in goal setting



# How does self-efficacy play a role in goal-setting outcomes?



Four key themes for strategies for enhancing self-efficacy include: alignment with values, look at past success, model others, personal development and learning