

Artículo de investigación

Coaching as a conflict resolution technique in organizations

El coaching como una técnica de resolución de conflictos en las organizaciones

Coaching como uma tecnologia de resolução de conflitos nas organizações

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Abstract

The paper is devoted to the analysis of conflicts by the example of a particular organization. It gives a general description of the organization and examines the prevailing types of conflicts arising within its framework, suggests possible ways of resolving conflicts in the organization under analysis, with the main focus on coaching analysis as the most effective way to resolve conflicts in this organization.

Within the framework of this study, coaching was considered as a way of resolving conflicts in the organization by the example of Grand Hotel Kazan LLC. The "Grand Hotel Kazan" is a modern 17-storey complex having full infrastructure complex. The most common type of conflicts in this organization are conflicts of interaction with clients, therefore this study is devoted to the analysis of their specifics.

Since conflict situations in the hotel can be solved from the point of view of different sciences: psychology, sociology, conflictology, or management, there can be many options for resolving such problems in Grand Hotel Kazan LLC, however, within the framework of this research, we have developed in detail only one of them, namely coaching.

Keywords: coaching, management, conflict resolution, organization.

Resumen

El documento está dedicado al análisis de conflictos por el ejemplo de una organización particular. Da una descripción general de la organización y examina los tipos de conflictos prevalentes que surgen en su marco, sugiere posibles formas de resolver conflictos en la organización bajo análisis, con el enfoque principal en el análisis de coaching como la forma más efectiva de resolver conflictos en esta organización.

En el marco de este estudio, el coaching se consideró como una forma de resolver conflictos en la organización con el ejemplo de Grand Hotel Kazan LLC. El "Grand Hotel Kazan" es un moderno complejo de 17 pisos con un complejo de infraestructura completo. El tipo más común de conflictos en esta organización son los conflictos de interacción con los clientes, por lo tanto, este estudio está dedicado al análisis de sus detalles.

Dado que las situaciones de conflicto en el hotel se pueden resolver desde el punto de vista de diferentes ciencias: psicología, sociología, conflictología o gestión, puede haber muchas opciones para resolver tales problemas en Grand Hotel Kazan LLC, sin embargo, en el marco de esta investigación, hemos desarrollado en detalle solo uno de ellos, a saber, el coaching.

Palabras clave: coaching, gestión, resolución de conflictos, organización.

Resumo

O artigo é dedicado à análise de conflitos pelo exemplo de uma organização particular. Ele fornece uma descrição geral da organização e examina os tipos predominantes de conflitos que surgem em sua estrutura, sugere possíveis maneiras de resolver conflitos na organização em análise, com o foco principal na análise de coaching como a maneira mais eficaz de resolver conflitos nessa organização.

No âmbito deste estudo, o coaching foi considerado como uma maneira de resolver conflitos na organização pelo exemplo do Grand Hotel Kazan LLC. O "Grand Hotel Kazan" é um complexo moderno de 17 andares com complexo completo de infra-estrutura. O tipo mais comum de conflitos nesta organização são os conflitos de interação com os clientes, portanto, este estudo é dedicado à análise de suas especificidades.

Como as situações de conflito no hotel podem ser resolvidas do ponto de vista de diferentes ciências: psicologia, sociologia, conflitualidade ou gestão, pode haver muitas opções para resolver tais problemas no Grand Hotel Kazan LLC, no entanto, no âmbito desta pesquisa, desenvolvemos em detalhes apenas um deles, ou seja, coaching.

Palavras-chave: coaching, gestão, resolução de conflitos, organização.

Introduction

Currently, coaching is one of the most developing areas of activity due to its innovativeness and prospects. However, despite numerous studies in this field, its scientific affiliation has not yet been fully determined, that is, what scientific field is more relevant for coaching (D. S. Velikaya; Timothy, 2000). Coaching is most often used and researched within the context of an organization, what creates an illusion of its greater importance for management, however, there are other types of coaching, for example, life coaching, which indicates its great importance for psychological science. Nevertheless, regardless of their scientific affiliation, coaching has repeatedly proved its effectiveness in various scientific fields, what indicates the relevance of its research, and the repeatedly proven success of its application in the organization determines the choice of the topic of this study. To date, huge results have been achieved in the field of coaching: there have been described its essence, types, main directions of implementation; coaching is well studied as a technology of developing personnel training, as a method of training management personnel, etc. (Parsloe, Eric., 1992; Myles, 2003). For example, J. Whitmore sees coaching in Russia as a new approach to management in the organization as a whole (Whitmore, 2005). S.A. Bardakov positions coaching as the most effective and modern tool for professional and personal development, that increases efficiency and activates potential within an individual (Bardakov, 2012).

Within the framework of this study, we tried to draw attention to the following problem: at most Russian enterprises, coaching is used as a universal method for increasing the success and effectiveness of their employees. We believe that coaching is effective in all spheres of personnel management in an organization, and especially in the field of conflict resolution.

Materials and methods

The following methods were used in the study:

1. General methods - analysis and synthesis, comparison of sources from special literature devoted to the study of coaching as a way of resolving conflicts in an organization;

2. Special-scientific methods - the situational analysis method, and game methods.

This study refers to the primary research type, that is, during its conduct the authors independently collected and interpreted the data.

Methodological approaches to the study of coaching were the following:

1. Innovative coaching, or the development of system thinking in the course of analysis of conflicts in an organization;

2. Dialectical analysis, or the recognition and resolution of contradictions, the overcoming of delusions, the integration of an individual's personality, which sometimes is torn apart by the so-called "dual nature" of man: natural and social, natural and artificial, that is, attempts to

understand, accept and work out the true determinants of conflicts in the organization under consideration.

Results and their discussion

To conduct an analysis of the conflict management system in the interaction between the staff of the "Grand Hotel Kazan" and the clients, it is necessary to identify the reasons for their occurrence. These include: failure to perform or improper performance of hotel services; untimely informing guests about changes in terms of service; inadequate or inaccurate information about the hotel product; drafting and signing of a contract infringing on the rights of a consumer.

Thus, it is more expedient to carry out the necessary analysis relying on the identified reasons. An interrogation of the Grand Hotel Kazan clients was conducted for the analysis of the system on management of conflicts in interaction between the hotel staff and clients (Antsupov, 2005). The following results were obtained in the course of the interrogation. The number of clients satisfied with the service at the Grand Hotel Kazan was 74%, what can be considered a very serious indicator, that is, clients are satisfied with the level of service. At the same time, the number of respondents who were indifferent to the quality of service was 19%. In turn, there were found 7% of those clients who had been unsatisfied with the service of Grand Hotel Kazan. This category of clients is the most dangerous in terms of organizing conflicts when interacting with hotel staff. Here, the most significant is highlighting of negative service sides by them, as they will indicate the most frequent causes of conflicts with the hotel staff.

Analyzing the obtained results, it can be specified that the greatest dissatisfaction of clients (65%) is caused by the tedious design of rooms in the Grand Hotel Kazan.

The dullness of the decor elements, which is identified as a shortcoming by 13% of the subjects, was due to the designers' orientation to unobtrusiveness of design, minimalism and functionality, that is, orientation in the design to representatives of the business environment. In addition, the abundance of decorative elements in the rooms can cause a backlash, and also cause

clients' dissatisfaction and subsequent conflict in the interaction between hotel staff and clients.

Concerning the 10% of the respondents dissatisfied which were identified as a shortcoming, the reason for the conflict with them is clear and frequent cleaning of the rooms, which is also a controversial issue. According to the internal regulations of the "Grand Hotel Kazan", room cleaning process should be virtually imperceptible by its nature to clients and the use of specialized tools for cleaning can significantly reduce the time spent on it.

Next, the managing directors of the Grand Hotel Kazan (5 people) were interrogated. Analysis of results of that interrogation showed that the most frequent causes of conflicts in the interaction between the Grand Hotel Kazan staff and their clients are biased claims of clients (80% of respondents) and lack of service due to staff errors (20%).

After reviewing the results of the interview with the hotel staff, an analysis was made of the identified reasons for conflict situations, depending on the stage and service of the hotel, with which clients interact (Tomas J., 1998).

We believe that it is necessary not to create a universal algorithm for the behavior of hotel employees in a conflict situation for this organization, but to develop a system for disclosing their internal potential for settling conflicts. In this regard, we propose, first of all, to hold a conversation with each employee about which part of the hotel they feel themselves, to find out from them whether they believe that their actions affect the effectiveness of the activity of the entire organization; ask them to mark their place on the sheet of paper with the organizational structure of the hotel drawn up there and to display connections from themselves to other units and clients. It is necessary to form a clear understanding at the Grand Hotel Kazan employees of their place in the staff structure of the organization and understand the importance of their actions for the whole hotel (Koval, 2009).

After that, a general meeting of employees should be held. It must be done at a convenient time for each of them, so that they would be relaxed and calm. It is also necessary to ask them to identify the most problematic areas in interaction with clients and the probable types of

conflicts associated with them. Next, it is necessary that every employee of the hotel to identify their role in preventing each of the types of conflicts that they had identified, and what they could do within their competence to prevent a conflict; what did they do and what they missed; and how the situation could develop if they followed the established job description (Bazhanov, 2011; Timothy, 1974; Simonova, 2011a; Simonova, 2011b).

, we propose to hold the organizational dispositions, and it is necessary to make these dispositions in two forms (R. Brod). According to the first variant, a disposition is held in the context of a specific situation, where a particular employee, a participant in the conflict, occupies a place appropriate to them in a real situation and behaves identically to the way they behaved in reality. As a result, there is a high chance that the employees themselves will be able to detect errors in their behavior. This will allow the employees to develop their potential for finding a compromise in the conflict situation and differentiating their own emotions and experiences from working moments (Gostev et al, 1996).

The next variant of the disposition is that at which the employee who was a participant in the conflict in the actual situation occupies the position of an outside observer who objectively assesses the behavior of each participant in the disposition, while other employees play through the conflict situation that has happened to that employee, improvising with expressions and behavior, but preserving essence of the conflict. This will allow that employee to see the situation "from the outside" and assess whether he/she fully used his/her knowledge, skills and know-how to prevent the conflict that had occurred (Timothy, 2000; Garipova, 2007). Carrying out this variant of the disposition raises the attention of the staff to trifles and the desire to keep the "cold mind" in the conflict, and act rationally.

Since according to the questioning results for the clients of the Grand Hotel Kazan, the tedious design of the hotel rooms was noticed as a shortcoming by 65% of the respondents, therefore, this problem needs to be thoroughly studied. To solve it, it is necessary: firstly, to monitor the most frequently chosen numbers; secondly, to conduct their subdivision into several groups: the rooms to be decorated in a classical style - calm noble tones, a combination of light pastel - cream, pale yellow, slightly

greenish - walls with warm brown tones of noble parquet wood and furniture. Thirdly, make up a catalog with pictures of room design and reflect it on the Grand Hotel Kazan website.

The latest measure proposed to improve the conflict management system concerning the interaction between the Grand Hotel Kazan staff and clients is the elimination of conflicts related to property damage. In this area, it is necessary to toughen the checking of hotel room condition after clients leaving them and when they reside in the hotel for the presence of damage to property. Upon that, the check should be carried out by two persons - the shift manager and the maid who maintains the room. If the staff is not enough to better check the numbers, it is necessary to increase its number due to new employees.

The implementation of these improvement measures should not be carried out in the form of prescriptions that are mandatory for implementation, but in the form of ideas of the employees themselves, proposed and adopted at the general meeting. In other words, when discussing these issues, the coach should thus raise the issue and guide the reasoning of the employees so that they can come to this decision themselves, perhaps it will even be more perfect than the one suggested above. We also hold the opinion that, besides all the above, the coaching program for the employees of this organization should contain elements of formation and development of corporate identity for employees. This is necessary in order to encourage the employees to perceive themselves as part of the company so that when choosing a strategy of behavior in a conflict situation they would be guided not only by preserving their own honor and dignity, but also the prestige and reputation of the hotel in the eyes of a client.

Also, when using coaching as a way of resolving conflicts at the Grand Hotel Kazan, we propose to take into account the fact that both hotel guests and employees in a conflict situation may use different types of psychological defense, especially the use of substitution and projection. In order to minimize the negative consequences of their use, it is necessary to conduct a special training session for employees. The theoretical part of the lessons includes acquaintance with the essence of psychological defenses, the variants of their mechanisms and their distinctive features. As a practical part, the employees of the Grand

Hotel Kazan first learn the mechanisms of psychological defense used by the characters of the plot and learn to work with those mechanisms, that is, they offer different options for resolving the conflict situation, taking into account the mechanism of psychological defense used by a guest.

Further, there must be a visualization, where the employees play a certain conflict situation took place in their practice, and independently conduct the analysis under the guidance of a coach. The participants in the conflict, the reason, and the anticipated expectations of its outcome on each side, the ways to resolve the conflict used by each of its participants, their psychological defense mechanisms, and strategies for behavior in the conflict should be thus identified.

During this analysis, the coach uses leading questions for constant sending employees from the Grand Hotel Kazan staff to search for the most effective and less expensive ways to solve the conflict, for example: "How do you assess the effectiveness of your actions in the conflict on a scale of one to ten?", "What prevented you from working at 100%?", "What difficulties did you have in the psychological or professional character when choosing the mode of behavior in the conflict?", "What guided you in choosing the strategy of behavior in the conflict?".

As a result of using coaching as a way to resolve conflicts in the Grand Hotel Kazan, we predict a rapid reduction in the frequency of their occurrence, not only in interaction with clients, but also in vertical and horizontal interpersonal relations between employees of this organization.

Resume

Summing up results of the research, we would like to emphasize that coaching, as a method of resolving conflicts in an organization, is not a one-time measure to improve the performance of its employees. Coaching is a consciously implemented model of the organization management that will allow not only to achieve mutual understanding between the employees and clients of the hotel but will help to better reveal the personal and professional potential of its employees, and this will not be the result of following the prescribed rules, but the result of self-motivation and self-determination, focusing

on professional and personal self-improvement (Bardakov, 2012; D. S. Velikaya; Garipova, 2007).

Within the framework of the analytical part, the most frequent conflicts in the Grand Hotel Kazan organization were considered. The conducted survey of the Grand Hotel Kazan clients and interrogation of its managing staff showed that the service to guests at the Grand Hotel Kazan is at a high level. The company's management takes a wide range of actions to prevent the emergence of conflict situations in interaction with clients. However, there are several shortcomings that complicate the management of conflicts, including the absence of a clear regulation of the personnel in the event of a conflict with a client and a number of preconditions for the emergence of conflicts, namely the uniform design of the rooms in the "Grand Hotel Kazan"; sameness in the ornamental furnishing of rooms; cleaning of rooms which is a bit obvious for clients; 12-hour time for settlements; damage to property.

Conclusion

The proposed coaching program for implementation of some recommendations in the analyzed organization assumes both a group and an individual form of work. In addition, this program assumes both the theoretical education of personnel in the field of the nature and types of conflicts, the methods for their resolution, the mechanisms of psychological defense and the specifics of their manifestation within the conflict, but also practical training in the form of exercises. The Grand Hotel Kazan employees learn to analyze the potential conflict situations that have occurred with them in order not to determine the originator of their occurrence, but to find the best way to solve them and the likelihood of their prevention.

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