Chapter 8

Stanislaw Borkowski\(^1\), Renata Stasiak-Betlewska\(^2\)

COACHING AS THE VALUE ENGINEERING TOOL OF THE WOODWORKING INDUSTRY DEVELOPMENT

Abstract: Coaching is one of the most famous and the most effective method used in the organizations development that is identified as the constant improvement. The manager is the coach and the worker who used the workers team potential in the best effective way to obtain the organization goals identified in the development strategy. The chapter includes theoretical elaborations concerning Coaching, Value Engineering and Toyota leadership models in the context of organization’s development in the woodworking industry.

Key words: coaching, value management, woodworking industry

8.1. Introduction

Literature often distinguishes a concept of directing from the concept of management. As the theory of management sees a directors’ animation as aimed at planning, organizing and implementation of activities related to the market and the entire organization sources.

Directing is concerned as the activity emphasized on persuading other people to act exactly to the person who operates them. Difference between the management and directing is irrelevant useful in relation to the company. For the directing functions there are also appropriate competences that constitute the organizational hierarchy of the company, so the idea of management should be seen as the most steering at lower organization’s levels. The management is to ensure the directing and

\(^1\) Prof. n. techn. i n. ekonom., dr hab. inż. Czestochowa University of Technology, Faculty of Management, Institute of Production Engineering, Poland, e-mail: bork@zim.pcz.pl

\(^2\) Ing., PhD., Czestochowa University of Technology, Faculty of Management, Institute of Production Engineering, Poland, e-mail: renatastasiak@wp.pl
operating of the enterprise, which is multi-faceted economic organism and economic development.

8.2. Coaching theory

The origin of the word *coaching* is connected with the name of the Hungarian village *Kocs*, where a convenient wheeled vehicles called *koczi* were produced in XV century. Vehicle name became popular in Europe as the first four-wheel two-axle vehicle’s name. This term was originally used to describe to transport mean and it has penetrated into other languages as well as English *coach*, German *kutsche* or Spanish, Portuguese and French *coach*. However, coaching was used as the term to name the carrying passengers service.

Coaching also gradually took on other meanings. In about 1830, in Oxford University slang the coach term appeared to mark a tutor, who conducted the student safely through exams. In 1861, in sports, the term coach was used to identify a person who leads athletes through the bumpy road of training and competition for excellence (WEEKLEY E. 1967).

Different meaning of the term *coaching* was given by David Clutterbuck (2009), who suspected the term origin from the word *coax*, which means convincing, persuading someone to do something. It suggested, in Clutterbuck opinion, the persuasive nature of the coaching conversation.

The word *coaching* has as many meanings as the origins and in the context of the identified literature’s meanings, it is defined in general as the supporting coached person in the overcoming his/her weaknesses in the passing through many experiences and reaching different obstacles to achieve the ultimate goal. The basis of the fundamental coaching assumption is reaching goals is made possible mainly by overcoming the inherent limitations. Hence, the role of the coach is to move the ward because of external obstacles standing in the way of achieving the
objective, on the internal barriers, mainly psychological (GALLWEY T.W. 1974).

Coaching is now also a synonymous with partner relationship, thanks to the pioneering work of Thomas Leonard - the founder of the first school of coaching - Coach University in 1992. Coaching history, especially in its initial stage, it is very well documented in the literature. Sheila Kampa-Kokesch and Mary Z. Anderson early coaching see in the counseling and the consulting interventions, because in the '60s it was quite often determined by this term confidential counseling for the manager's job or consultant in the company.

8.3. BOST as the coaching managerial styles evaluation method

The coaching is related to the care about the workers who have to reach goals identified by managers of the company. The mission of the entire organization should be realized through its strategy and workers should be aware of it as the organization’s destiny. Identification of the challenges related to the organization’s strategy turn managers’ attention to perceive that task as the project which requires the team work.

Operation of coaching is that it increases the efficiency of the human work. Coaching gives great opportunity where an enterprise’s success depends on the results obtained by its employees.

The communication and coordination of the human activities is a difficult through of managing the organization as the set of differing human characters comparing with different managerial styles. The characteristics of the most often identified managerial styles is presented in the figure 8.1.
The managerial styles mentioned in the figure 8.1 describe different kinds of managers whose personal features result in a different way of problems solving depending on their care about workers or production issues.

One of the assumption presented in the literature on management styles says that the basis for the managerial styles in the organization is the workers’ opinion. Staff plays both the role of the performer of the task organization and the observer with regard to the management staff. The important element of the manager evaluation is the characteristic of the evaluator/respondent/worker. Personal features and workers’ skills and experience are considered as the important factor that strongly affect on the taken managerial decisions and its evaluation and future performance. That assumption result from the applying of the Toyota model analysis and its principles in accordance to Toyota leadership model. Presented model assumption effect is the innovative research.
methodology BOST that is considered as the method for managerial styles evaluation (BORKOWSKI S. 2012).

The research methodology BOST\(^3\) used workers opinion on managers behaviours and decisions taken in the organization. There is applied correlation analysis in accordance to the assumption “Analyze internal relations between its elements” (SILVERMAN D. 2009). BOST method basis is the survey that concerns workers opinion on the managers attitude with regard to importance level of human affairs and service issues (question E9b):

**E9b. Rate the importance of the following factors in your organization/office with using a scale 1 – 8:**

<table>
<thead>
<tr>
<th></th>
<th>Factor</th>
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<tbody>
<tr>
<td>1 – disinterest</td>
<td>human affairs, production issues. where: 1 – disinterest, 8 – high interest.</td>
</tr>
</tbody>
</table>

Research results for BOST survey on managerial style concerning managers attitude with regard to the importance of the human affairs and the service issues in the chosen woodworking companies were presented in figure 8.2.

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\(^3\) BOST method is protected by law regulations of the intellectual property protection. The name and its structure is protected by the principle of first date (AAK Kancelaria Patentowa. Częstochowa. Poland 2012)
Fig. 8.2. E9b. Managerial styles. The number of the importance evaluations for the service issues (ZP) and human affairs (SL). It concerns the county office X.

Source: own study.

Analysis of data presented in figure 8.2 shows, that in the workers' opinion, managers of the woodworking companies are interested mostly in the production issues. Research findings with the ratings distribution and Toyota leadership optimum identification is presented in the figure 8.3.
Comparing research findings presented in the figure 8.3 with the managerial grid presented in the figure 8.2, it can be stated that in the analyzed woodworking industry Toyota leaders can manage with the organization according to top directives, or use a bottom-up style. This managerial style is characterized by a strong commitment of people, which helps them to self-development, contributing to self-determination (BORKOWSKI S., ROSAK-SZYROCKA J. 2011).

Described managerial styles result from the applying of Toyota leadership model that emphasis on eight principles by which leaders of the Toyota are guided. That is a leader (LIKER, J., K., HOSEUS, M. 2007):

- who streamlines the work of his team,
- who cares so that the crew lives with vision of the company,
- who has an influence with the energy and the positivism to the crew,
- who is opened for people and their work,
- who is brave in decision making,
- who is trying them to answer his inspiration with action,
– who is inspired by his behaviour for the constant learning,
– who can be pleased with successes.

It should be underlined that Toyota leaders can be identified as the appropriate coach model in the specific companies, such as the production companies where the main problems are associated with the production organization. The processes and people management leads there to the quality constant improvement. However, the leaders styles are associated not only with different organizations types, but they are also depend on the different types of situations. Enterprises from the woodworking industry can be placed in the market depending on the their market achievements and its brand recognition (DZIUBA S.T., PIEKARA A., MALAS W., KOZIOL P. 2013). Today economical conditions turn woodworking companies attention to reach goals that let them be positioned as the strongest brand well recognized by a state group of clients. Such a goal requires from the companies to have a good manager who can conducts the entire organization to the market success in a difficult economical conditions.

8.4. Value management project manager as the coach

Adequate functioning of the organization should therefore attract people with appropriate professional qualifications and abilities to create a good understanding group which is well motivated to reach the goals of the organization in difficult economical conditions (KACHAŇÁKOVÁ, A., NACHTMANOVÁ, O., MULÍKOVÁ, M. 2002, STACHOVÁ, K. 2011).

Today leadership is associated with managing the organization which is aware of the most important values for the clients and the entire industry market. It can be referred to the term Value Engineering which is recognized as the organized process that has been effectively used within a wide range of industries to achieve their continuous improvement goals and in government agencies to better manage their limited budgets. The Value Engineering issue is to find the best, cost and time effective way of
product or service preparation to be the best way client-oriented. The
coordination of the process in Value Engineering includes several tasks
that put emphasis on a good work team communication. The manager
who deals with Value Engineering studies is responsible for a conducting
the value studies. Industrial value specialists generally come from
manufacturing backgrounds and have a solid understanding of the
application of VE to industrial applications. The value program managers
is responsible for running an organization’s value program. Depending on
the nature of the organization, this may include performing a variety of
activities including (STWERAT R.B. 2005):
- maintaining up-to-date knowledge of the Value Methodology,
- identifying projects for value studies,
- selecting value team members,
- leading and conducting value studies,
- reporting regularly on progress for active value studies and
  projects,
- planning and conducting value training to assure that trained
  personnel are available for value studies,
- working the procurement organization to involve vendors,
  suppliers, and subcontractors in the program,
- tracking the implementation of the accepted value alternatives
to assure the maximization of potential benefits.

The skills and characteristics necessary to be successful value specialist
are very similar to successful coach. These include:
- communication skills,
- organizational skills,
- budgeting skills,
- facilitation skills,
- leadership skills,
- problem solving skills.

The Value Engineering specialist, as the coach, must play a variety of
roles in leading a value study. It should be a kind of diplomat and devil’s
advocate or salesman who will manage with different types of
organization which are in different type of situations. It emphasis those skills that enable solving problems in situation of tracking organization strengths and weaknesses in the context both of market barriers and opportunities.

8.5. Conclusion

Leadership is identified as the set of personal features that are useful in the all project meaning activities realization.

The organizations acting in the woodworking industry are involved in the production activity mostly and it influence on its managerial styles applied there. Emphasis on the product quality in accordance to the market and clients requirements force the woodworking companies to reach the most effective managerial style for the entire organization. That’s why Toyota leadership model is the basic for managers who manage with woodworking companies. Certification requirements dictate a specific way of problem solving. However, the clients demands and suggestions suggest the managers to take attention to manage with the problems with coaching style applying.

Coach is a manager type who conducts organization through different market situations, mostly difficult financially for the organization future. The awareness of the future barriers in the context of existing opportunities in the form of factors having a value for the clients is much effective way of problem solving, where Toyota model can be also applied.

Coaching and Value Engineering can be successfully applied in the production industry with the same positive result as the Toyota leadership model is. Skills and facilities provided by both mentioned way of managing point the production problems as the opportunities in the context of the client’s needs and requirements. The client requirement in the context of the Value Engineering is identified as the challenge for the entire organization. In the opinion of coach, the clients requirement
constitute the way of the entire organization problems solving and it is the final object.

The joint feature of Coaching, Value Engineering and Toyota leadership model is managers’ skills concerning workers opinion listening, motivating them to the constant improvement and workers team potential increase and its enhancement.

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