Coaching – A Necessary Tool for Human Resources Development in Italy

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Abstract

Coaching has developed in close relation to the economic context in each country. Thus, depending on the country, coaching acquires specific traits. If we analyze the status of coaching in countries with a similar development degree, we will identify differences. As differentiating factors, we identify: the economic environment, the level and quality of research in thefield, the organizational culture etc. This paper aims to highlight the status of the coaching market in Italy.

1. Introduction

Following the research, we concluded that coaching entered the Italian market in 1970, but has seen considerable development since 1990, when multinationals and large companies began including it in their own strategy, but also SMEs. In Italy, coaching has gained greater visibility since 2003, when the first conference on the subject was held at the Stressa, organized by the International Coach Federation. (Passmore, 2018).

In 2013, on 14 January, the N4 law regulated the coaching profession in order to protect the clients seeking coaching services. Since the law came into force, ICF Italy in collaboration with the other profile associations have worked together to develop technical regulations on coaching services to complement the legislation. (Giuffredi, 2016)

2. Theoretical background

The main entities in Italy that carry out coaching activities are: International Coach Federation (ICF) Italy with over 700 members, Associazione Italiana Coach Professionisti (AICP), which has about 400 members and the Society for Coaching Psychology Italy (SCPI) with about 100 members. (Passmore, 2018).

We found that ICF Italia was very active in the public space. On 28 November, 2019, the Local Ambassador Day – Il team coaching secondo ICF (Local Ambassador's Day – Team Coaching according to ICF) was organized. The event was simultaneously organised in several regions: Abruzzo, Emilia Romagna, Friuli-Venezia Giulia, Lazio, Liguria, Lombardy, Marche, Piedmonte, Puglia, Tuscany, Veneto, Sardegna, Sicily, Trentino and Umbria. The programme was vast and included the unfolding of the following seminars: Aria, Acqua, Terra, Fuoco (Air, water, earth, fire**),** I values nei team **(**Values in teams**),** Donne che fanno Squadra: tecniche di Team Coaching per il superamento degli stereotipi di genere (Women in the team: coaching techniques for overcoming gender stereotypes), Team Coaching in azione: 2 applicazioni practiche (Team Coaching in Action: 2 practical applications**),** Casi aziendali di Team in attività (Case studies – teams in activity), Il Ritmo Musicale del Team Coaching (Musical rhythm of team coaching), La gestione dei conflitti: team coaching come strumento di support alla genitorialità (Conflict

management: team coaching as a parenting support tool), Team Coaching per sviluppare Agilità e Digital Mindset nei team (Team Coaching to develop team agility and digitization) , Il Team: fatto rechiave di successonelle PMI (Team: key factor for the success of SMEs), Team coaching: construction insieme (Team training: let's build together**),** IL TEAM: JUNIOR E SENIOR Innovazione e Tradizione, come strutturare un percorso di evoluzione per il raggiungimento degli obiettivi aziendali (TEAM: JUNIOR AND SENIOR Innovation and tradition, how to structure an evolution path to achieve business objectives), Il lavoro in Team nelterritoriosul mare e le sue imprese (Team work within companies with activity in the maritime field), I Valorinel team (Team Values), Team Coaching: consolidation las quadra facendo irisultati (Team Coaching: Strengthening the team by achieving results). (ICF Italy)

From 25 to 26 October, ICF Italy also organized XVI Conferenza Nazionale "Coaching oltre il tempo"- the 16th National Conference "Coaching Beyond Time" in Florence, which aims to create a new format that offers members and all those interested in coaching an opportunity to meet, reflect and learn in a stimulating and creative space. (XVI ConferenzaNationale)

In Italy, as well as in other countries,ICF organizes the Coaching Day event which, in 2019, took place in Milan on 14 September, where 120 people attended. ICF has an important collaboration with the academic community in Italy. On 8 July, at the University of Cagliari, the seminar "Gliobiettivi e la leadership personal" was held, an event dedicated to university students who want to become successful leaders and to find out what strategies can help themachieve theirgoals. (ICF Italy)

Associazione Italiana Coach Professionisti (AICP), another entity active in the field of coaching, is also present in the public space. In 2019, on 22 November, the 9thNational Forum AICP (IX Nazionale Forum) was organized in Rome. Within the forum, experiences were shared and coaching projects were presented in the world of business, sport and life. The event was open to the public and included the participation of both professional coaches and coaching clients and users. Still in 2019, on 21 March, it organized the 9thAICP Congress (IX Congresso AICP). On the research side, AICP collaborates with l'Università Sapienza di Roma (Sapienza University of Rome). The first study on the training efficiency in Italy is envisaged, which is to be completed within two years. The aim is to measure the impact of coaching on the following variables: anticipation, self-regulation, self-reflection, learning, resistance, flexibility and self-awareness. Coaching clubs were formed in each region of the country, whose members meet once a month to share experiences with other members. Each club has the opportunity to organize training events and seminars in order to promote coaching in the assigned area. (AICP)

The Society for Coaching Psychology Italy (SCPI) was founded in 2011 with the aim of promoting, developing and spreading coaching psychology in Italy. The intention is to promote the development of a professional community of coach psychologists, who can actively contribute to the process of balancing the coaching supply and demand in Italy. SCPI is an international affiliate of the International Society for Coaching Psychology. (SCPI)

Bussola & Timone (B&T) is a service offered by SCP Italia to its members, designed to guide and develop the skills of the coach, in accordance with the key principles of the association. La Metavisione is a program that has been implemented with the aim of accelerating and strengthening quality and excellence over time and is aimed at association members. (SCPI)

The Organizational Coaching Psychologist (The OCPst) is an advanced training course conducted in partnership with L'Universita Europea di Roma. The course is a unique proposal in Italy that aims to meet the needs of internal and external professionals to develop skills for the design, implementation and use of individual and group coaching processes and services. The participation in the course requires an investment of EUR 2 900. (Universita Europea di Roma)

The Italian office of TPC Leadership started its activity in 2011 and is based in Milan. The organization is recognized for its long-term relationships with its clients and for co-creating unique solutions for leaders, organizations and teams with them. Among other things, the TPC Leadership Italia team offers team coaching and executive coaching services in several languages: Italian, English, French, German, Polish and Romanian. (TPC Leadership)

The School of Coaching has been operating in Italy for 17 years and specializes in providing business coaching services. The stated mission is to spread business coaching in society. The organization is an EMCC partner at European level. During the course of its work, the organization

provided services to more than 400 beneficiaries through 15 attested shells. Courses offered by SCOA include: Programma per Senior Practitioner in Business Coaching, Master di Management Constellation, Team Coaching Certificate, Corso di abilitazione alle carte flowknow, Supervisione, I basilari dell 'Effective Business Coaching, Introduzio nella Management Constellation. (SCOA The School of Coaching)

3. Research methodology

In order to carry out the research within this paper, the QCA (Qualitative Comparative Analysis) method was used. The main purpose of the QCA method is to model the result to be explained as a result of the different combinations of causal conditions. Thus, the QCA method becomes an appropriate choice in research situations where: there are hypotheses regarding the need for sufficientconditions, the number of studied cases and the quality ofthe existing data are too small to apply common statistical techniques, the researcher has good case knowledgeand wants to use them throughout the research process and the key conceptshave been precisely defined.(Schneider and Grofman, 2006). Thus, the gaps between qualitative and quantitative analyses are eliminated. (Rihoux and Ragin, 2009). The data was processed using the fsQCA software.

4. Findings

The study aims to highlight which of the elements defining the performance of coaches and mentors influences the clients' satisfaction on italian labor market.

The conceptual model is identified in Figure 1. Among the previous conditions on italian labor market we have included: regulatory need, authorization and affiliation of trainers and mentors to an accredited experts' corps or body, education level, certification level and membership to an organization or association. In a first stage, we shall perform the testing by using fsQCA to determine to what extent cumulative history conditions influence the performance parameter, but subsequently, the separate influence of each prior condition.

Figure no. 1. Conceptual model
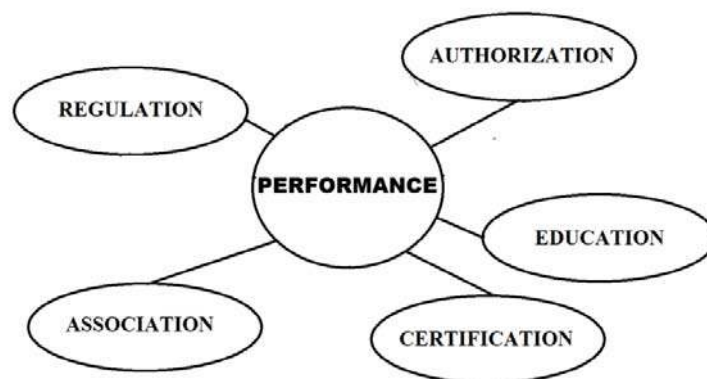
Source: Figure designed by the authors

A questionnaire was used to collect the data, which was sent to persons working in the field on italian labor market. Social media resources were used for transmission. The sample chosen for analysis was of 100 people. To increase the study accuracy, only those questionnaires whose respondents have at least 5 years of practice and who spend more than half of their working time coaching or mentoring were considered for analysis. In the end, a total of 32 questionnaires were validated for processing.

The calibration of the results was achieved by correlating the values from the Likert scale with scores set in the range of the fuzzy set from 0 to 1, according to the QCA methodology, thus resulting in Table No. 1.

Table no. 1. Scale calibration

Fuzzy set value	Likert Scale Correspondent
1	Total agreement
0.75	Agreement
0.5	No agreement nor disagreement
0.25	Disagreement
0	Total disagreement

Source: Table designed by the authors

We subsequently defined the variables:
- Reg –need for regulation in general,
- Aut – regulation on the obligation to authorize and affiliate trainers to an experts or accredited body of activity,
- Edu – regulation on the educationlevel,
- Cert – regulation on the certificationlevel,
- Aso – regulation on affiliation to an organization or association.
- Perf – dependent variable
- Rez to highlight the calculation result of the value of the fuzzy sets of causes in the conceptual model through the relationship: Rez = fuzzyand (Reg, Aut, Edu, Cert, Aso). The "fuzzyand" function returns the minimum of the analyzed variables.

*Table no. 2. Calibrated fuzzy sets for the identified cases*

Case	Reg	Aut	Edu	Cert	Aso	Perf	Ground
1	1	0.5	1	0.5	1	0.5	0.5
2	0.5	0.75	0.5	0.5	0.75	0.75	0.5
3	0	1	0.75	0.25	0.75	0.5	0
4	0.75	1	0.75	1	0.75	0.5	0.75
5	1	0.25	0	1	0.75	0	0
6	0.25	0.75	1	0.25	0.75	0.75	0.25
7	0	1	1	0.5	1	0.75	0
8	0.5	1	0.75	0.5	0	0.75	0
9	0.5	1	0.75	0.5	0.5	1	0.5
10	0	0	0.75	1	1	1	0
11	1	0.5	0.25	1	0	0.75	0
12	0	1	1	1	0.75	0	0
13	1	1	1	0.5	0.75	1	0.5
14	1	1	0.25	0.5	0	1	0
15	0	0.25	1	1	0.75	0.75	0
16	0.5	1	0.5	1	0.5	0.5	0.5
17	0	1	1	0.75	0.75	0.75	0
18	1	0	0.75	1	0.75	0.5	0
19	0.75	1	0.75	0.5	0.75	0.75	0.5
20	0	1	0.75	1	0.75	0	0
21	0	0.5	0.75	0.5	0	0.75	0

22	1	0	0.25	0.5	1	0.75	0
23	0.5	1	0.25	0.5	0	0.75	0
24	0.25	0.25	0.25	1	1	0.25	0.25
25	0.75	1	0.5	1	0.25	0.5	0.25
26	1	0	0.5	1	0.75	0.5	0
27	0.25	1	1	0.5	0.75	0.75	0.25
28	0.75	1	0.5	1	0.75	0.75	0.5
29	0.75	1	0.75	0.25	0.75	0.75	0.25
30	1	0.25	0.75	0	1	0	0
31	1	1	0.75	0.75	1	0	0.75
32	1	0	1	1	1	0.5	0

Source: Table designed by the authors based on data collected by the questionnaire

To begin with, we decided to test the fuzzy set consistency and coverage on the XY plane by using the "XY plot" function. The case distribution in the XY chart was made in Figure 2. The X axis is used to illustrate the values of the causal variable (Rez), and the Y axis highlights the values for the variable illustrating performance (Perf).
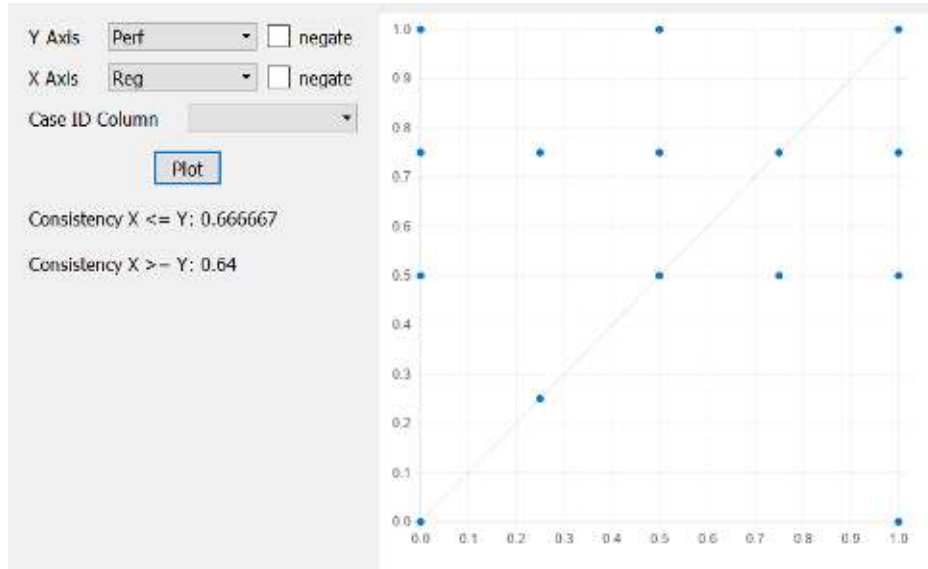
Figure no.2. Case distribution in the XY plan chart
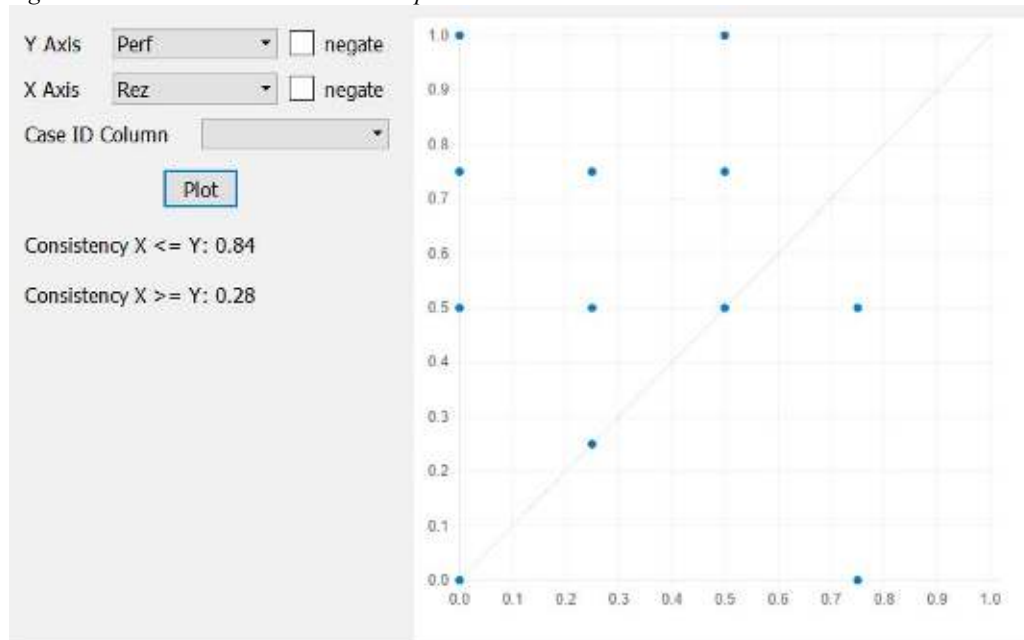
Source: Figure resulting from the use of the XY plot function in the fsQCA software.

In this case, a good consistency score was obtained for the X<=Y relationship, i.e. 0.84, but with a coverage of only 0.28. Therefore, only 28% of cases emphasize the result obtained for consistency. It is the lowest coverage score ever achieved.

The influence of the Reg background condition on the Perf performance variable is illustrated in Figure 3. The consistency score for the X<=Y relationship is 0.66 and was obtained in the case of an X>=Y coverage of 0.64. The formulated hypothesis is validated based on a relatively good score, but in 64% of cases. Since the results are above 50%, we can consider them satisfactory, but not entirely.
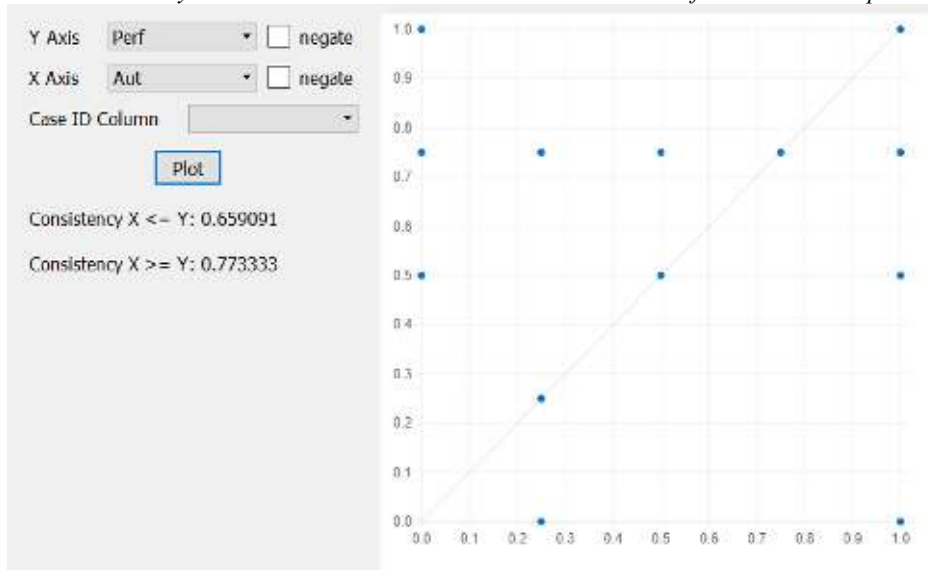
Figure no.3. Causality distribution between the Reg variable and the Perf result in the XY plane chart

Source: Figure resulting from the use of the XY plot function in the fsQCA software.

For the case when Aut involves Perf, the consistency score for X<=Y is very close to that obtained in the previous case, i.e. 0.65. The difference is that the result is validated in 77.33% of cases, the coverage result being 0.7733. Figure No. 4 highlights in detail the disposition of the cases.
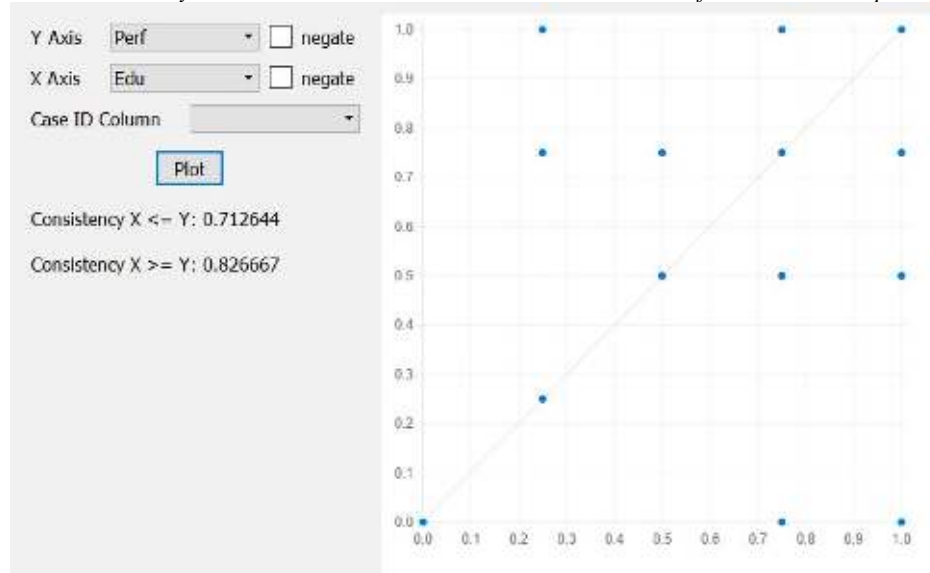
Figure no. 4. Causality distribution between the Aut variable and the Perf result in the XY plan chart

Source: Figure resulting from the use of the XY plot function in the fsQCA software.

In Figure No. 5 is illustrated the graph for the result obtained further to the application of the XY Plot function in fsQCA for the Edu case in relation to the Perf result. We can see that it is the best result obtained in the analysis for Italy. The consistency result obtained for the X<=Y relationship is 0.71 while the coverage result is 0.8266. The best coverage score was obtained, the result being validated in 82.66% of cases. And the result of consistency is a satisfactory one.
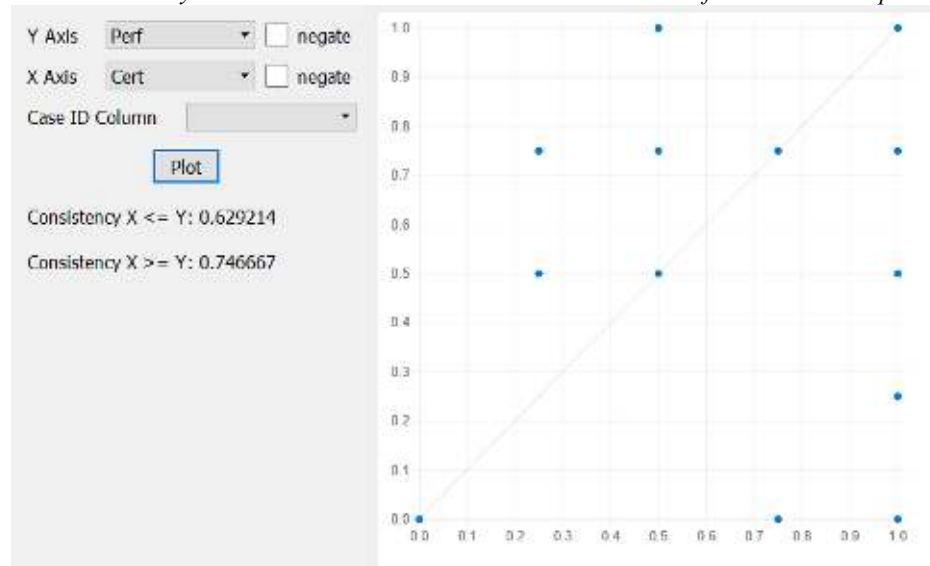
Figure no. 5. Causality distribution between the Edu variable and the Perf result in the XY plane chart

Source: Figure resulting from the use of the XY plot function in the fsQCA software.

The influence of certification on performanceis highlighted in Figure 6. The result obtained is a reasonable one. The Cert variable is a subset of the Perf variable with a consistency score of 0.62 and a coverage of 0.7466.

Figure no. 6. Causality distribution between the Cert variable and the Perf result in the XY plan chart

Source: Figure resulting from the use of the XY plot function in the fsQCA software.

The extent to which variableAso influences the Perf result is illustrated in Figure 6. We notice that the consistency score for condition X<=Y is a relatively good one, i.e. 0.64. The coverage score for the X>=Y relationship is 0.7333. We find that the consistency result is validated in a proportion of 73.33%.

Figure no. 7. Causality distribution between the Aso variable and the Perf result in the XY plane chart
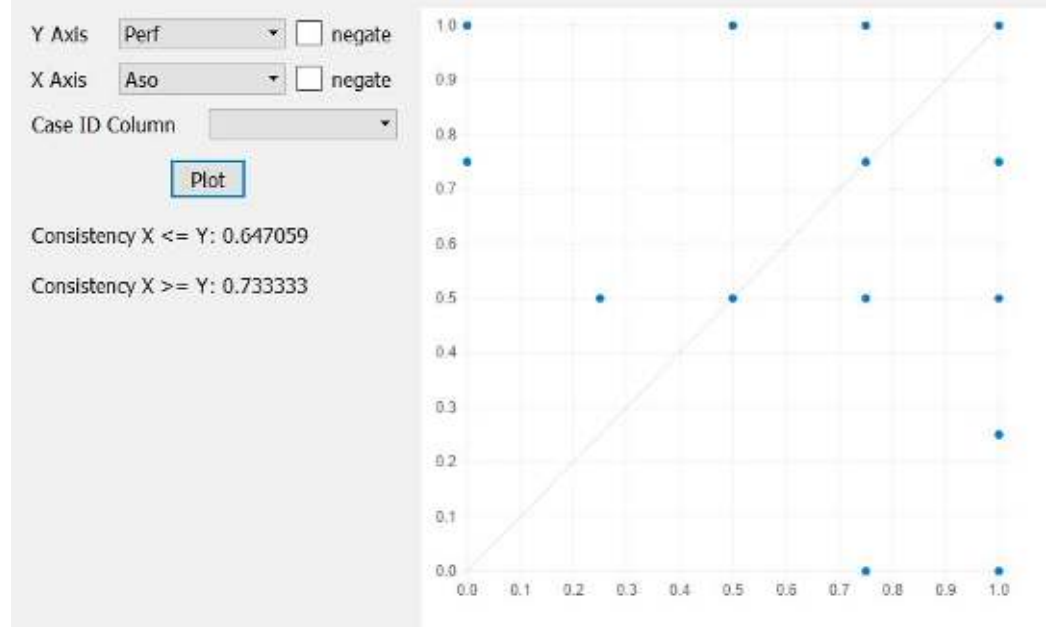
Source: Figure resulting from the use of the XY plot function in the fsQCA software.

5. Conclusions

Looking at the data obtained on the human resources market in Italy, we find that this market has its peculiarities. The resulting consistency for the singular influences of each previous condition is in the range of 0.62 and 0.82 while the result for coatings is in the range of 0.64 and 0.82. We note that the lowest coverage, of 0.28, was obtained in the case of cumulative causality testing, but when the best consistency score was obtained. Through this study we identified the elements through which coaching is an effective tool for human resource development on italian labor market. Moreover, we identified the extent to which each identified element contributes to the development of human resources through coaching in Italy. The only conclusion we can draw from this situation is that apart from the causal factors identified by us there are other factors that have a significant impact on the influence of performance for italian coaching.

6. References

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