

## **Strategies and Outcomes of Using Coaching Culture with the Approach of Grounded Theory Method (a case study of the science and technology parks of the country)**

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### **Extended Abstract**

#### **Abstract**

The purpose of this research is to present the strategies and outcomes of using coaching culture in the country's science and technology parks. This research is a kind of qualitative methodology that has been done using the "Grounded Theory Method" (GTM) and the systematic paradigmatic model of Strauss and Corbin.

In this regard, deep interviews were conducted using theoretical sampling and snowball technique with the managers of some science and technology parks, experts and experts who dominated the coaching area.

The number of samples continued until responses reached saturation (with 23 interviews). The data analysis was performed over stages of open coding and axial coding. Strategies for applying coaching culture were identified in seven dimensions including "Organizational development, competency-based placement, coaching and performance management, education-based learning, maintenance based on coaching, leadership and organizational communication development", The resulting outcomes include three axes: "organizational, individual, and trans-organization". Positive results from the institutionalization

of coaching culture will result in intrinsic changes and increased efficiency at all levels of the organization.

### **Introduction**

The coaching culture is an organizational cultural paradigm in which formal and informal coaching is implemented and institutionalized in the organizational structure of life (Hart, 2005).

Coaching culture requires the creation of a shared vision, learning, and the desire to dominate individuals in order to maximize potential (Bawany, 2015). Increasing self-awareness and autonomy of individuals, developing individual skills, paying attention to the team, gaining new skills and capabilities, enhancing interpersonal relationships, increasing motivation and eagerness in work, reducing conflicts and creating a healthy and vibrant working environment have the important benefits of creating The culture of coaching is in the organization. Therefore, organizations that intend to increase the benefits of coaching are in the first place necessary to emphasize the scope of coaching and the creation of a coaching culture that affects the workplace (De Valk, 2011) .

### **Case Study**

The field of research in this research includes directors and deputies of some of the country's science and technology parks (currently there are 43 science and technology parks nationwide) and experts and experts are familiar with the issues of coaching. In this research, managers were chosen from parks that fully recognized the park business environment, parks culture, park structure, policies, executive practices, including human resources, due to their high professional backgrounds. The criterion for the selection of experts and experts was also the profound understanding of the issues of coaching, which were attempted to identify and interview the snowball technique. These include faculty members and non-faculty members specializing in this subject and active in the organization. Were different.

### **Materials and Methods**

Considering that this research is seeking to explore the subject of research, therefore, for analyzing the data obtained from the interview, coding of the data has been used with open coding, axial coding and selective coding.

#### **1- Open coding**

The data analysis process begins with open coding. Open Coding is an analytical process by which the concepts are identified and their features and dimensions are discovered in the data. " (Strauss and Corbin, 1998), the researcher has used two methods to extract concepts, first, a full paragraph analysis in sentences, and a second method, the study and analysis of a row to row. The researcher, after extracting the concepts and comparing them,

grouped semantically related concepts that could then be considered as an abstract concept as a category in the next stage.

## 2- Axial coding

Axial Encoding (AC) is the process of linking categories to sub categories and linking categories at the level of features and dimensions. This encoding is called "axial" because encoding occurs around the "axis" of a category (Strauss and Corbin, 1998) At this stage, after discovering the concepts and categories in the open source coding, the researcher combines and integrates the groups and related categories together with each other and then integrates them into larger groups or categories As a "axis or theme." In this phase, 41 categories and 17 axes were identified as strategies and 14 categories and 3 axes in the outcomes of the research.

## Discussion and Results

The results of this research showed that the emergence of seven strategies such as "organizational development strategy", "competency absorption and placement strategy", "coaching strategy and performance management", "learning-based learning strategy", " maintenance based on coaching " The "Leadership Strategy" and "Strategy for the Development of Organizational Communications" can provide a platform for institutionalization or promotion of coaching culture in science and technology parks.

The resulting outcomes include three axes: "organizational, individual, and trans-organization"

## Conclusion

This research aims to provide strategies for institutionalizing the culture of coaching for science and technology parks and its implications. Given that the main mission of science and technology parks is to support the growth and development of technology-based companies and technology-based units in parks, the quality of service delivery and advice in these organizations is highly dependent on the presence of expert and expert staff. At the park headquarters, we need a special look at how they grow and grow.

**Keywords:** Culture, coaching, coaching culture, grounded theory, science and technology park.