

**Title: Executive Coaching and Its Impact to Women at Augusta University**

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**Abstract:** Because of the qualitative nature of the study and the need for analysis to be based on participant experience, the researcher chose the single case study design as appropriate to research the chosen topic. This single case study examines executive coaching and how it impacts the career advancement of women at Augusta University in Augusta GA. By exploring the lower rate of executive coaching presented to women in academic leadership positions at Augusta University, resulting in slow career acceleration and a change in the level of organizational performance, this single case study fills a void by addressing the benefits of executive coaching being offered fairly in organizations. The study answers the research question of “How does a lack of executive coaching opportunities impact the career advancement of women and Augusta University?” The study also strives to motivate the leadership and human resource professionals of Augusta University leaders to invest in executive coaching training methods for the professional development and advancement of their female executives, thus benefiting the organization. By collecting surveys and conducting interviews, along with other methods of triangulation, this study focuses on the gender gaps in leadership positions within the organization, the effective use of executive coaching, how executive coaching is not being offered to men and women equally, and the ethical behavior of leaders and organizations in the advancement of their employees. While addressing the numerous studies

that find qualified women come against barriers to advancement in their careers, the researcher also uses the case study to examine how some women negatively impact their own career advancement opportunities. The findings allow organizational leaders, the HR department, and individual department leaders at Augusta University to draw conclusions on how their executive coaching and promotion practices impact the career advancement of their executives, thus impacting organizational performance.

**Christian worldview integration:** The Bible displays many examples of women in leadership. Some are found in Deborah, Mary, and Aquilla. There is also an example of discriminatory practices toward women found in the 27<sup>th</sup> chapter of Numbers with the story of the daughters of Zelophehad. In summary, the daughters approached Moses to plead their case of inheriting their father's property, who died in the wilderness. Because Zelophehad had no sons, the daughters were at risk of losing their inheritance. Moses brought their case before the Lord and then agreed with the daughters. He found that if their father had no sons, the inheritance was rightfully belonged to them (Numbers 27: 1-8, NIV). Although this does not represent modern women in leadership, it represents the challenges that women face in comparison to men to obtain equity and leadership opportunities. As a women in academia and who also assists organizations in cultivating healthy and diverse work spaces, this study informed the researcher in areas of the importance of diversity, equality, the role women play in their own success, and the value of fairly offering executive coaching in organizations.

The study is impactful to Human Resources and business at large in explaining the concept of executive coaching, hiring, training, and developing organizational leaders and their teams. By conducting the single case study on how executive coaching is offered and impacts promotion at Augusta University, the researcher is able to assist the organization's leaders, HR,

and individual departments in acknowledging the need for executive coaching opportunities to be offered fairly in order to achieve a diverse workforce that positively impacts organizational performance. This is not only impactful to Augusta University, but can be acknowledged and implemented in organizations at large.

God tasked and trusted Adam and Eve to be stewards of the Garden in the book of Genesis. Just as he did with them, he trusts Christians to be good stewards of business and people. Training and developing employees are strategies that Christians can manage with God's divine purpose in mind. They are directed or redeemed to their original intent to represent God in the earth. Redemption happens when individuals are redirected to the way God intended for business to occur. By developing the human capital within an organization fairly, all individuals are being improved internally and for the entire organization. They are also being motivated to contribute more and positively impact others while being successful in their individual careers. (Van Duzer, 2010). The Bible instructs believers to do all that they do with all their hearts for God and not human masters (Colossians 3:23, NIV). Success with executives, strategies, and business is possible when it is aligned with God's will and for his purpose.