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LIFE COACHING AND EMPLOYEE PRODUCTIVITY IN THE CREATIVE INDUSTRY IN LAGOS STATE, NIGERIA

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Abstract: Life coaching is a key managerial behaviour that organisations must promote to develop employees and achieve higher levels of productivity. Hence, there is a need to assess the effect of life coaching on employee productivity in the creative industry in Lagos State, Nigeria. Purposive sampling was employed to select three companies in Lagos State for their production value, which include Hi-Impact Television, Azusa Productions, and GDH Designers Hub. The entire staff of the three companies were selected; in all, 179 respondents were sampled. Descriptive, chi-squared, and z-test were employed for analyses. The result shows that 94.6% of the respondents were still in their productive years and that they still had more years to spend in their workplaces. The majority of the respondents (63.1%) are male, and 76.6% of the employees were first-degree holders. Before the life coaching intervention, 85.6% of the respondents were aware of life coaching, 66.7% set goals at work, and 94.6% set goals at work after the coaching intervention. The result shows that only coach competence has no significant effect on employee productivity, while Coachee efficacy, coaching condition, and other factors significantly affect employee productivity. The result revealed that there is a significant difference in the productivity of the experimental and control groups in the study area. Therefore, the study recommends that Managers, Executives, and Human Resource Personnel focus more on providing life coaching programs to supplement training and development practices in their organizations to enhance productivity.

Keywords: Life Coaching, Creative Industry, Employee Productivity, Nigeria

1. INTRODUCTION

Every society possesses a richly diverse cultural heritage viewed as an asset to the people and which represents a shared identity that binds them together. Stakeholders within the cultural and creative industry exert optimal effort in preserving this heritage and the diverse cultural content within the context of the prevailing political and economic climate (Alakwe, 2018). The contributions of the creative industries to the economic development of nations have become strategic, given the global economic viability of the sector. These industries continue to provide opportunities for investment, wealth creation and employment at a high percentage compared to other sectors. The United Nations for instance, estimates the total value of world trade in this sector to be 3.4

percent with a growth rate of 8.7 percent (British Council, 2013).

Within the Nigerian context, the cultural and creative industries represent an ever-expanding complexity of different economic sectors. In recent times, there has been an increase in focus on those sectors that have high creative intensity, leading to an urgent need to achieve an all-encompassing definition of the cultural and creative industry (Alakwe, 2018). In Nigeria, the creative industries have shaped economic growth and provided sustenance for a large number of people across the various social and economic strata. UNESCO once rated Nigeria's home video industry as the world's second largest film industry with its potential annual revenue of N522 billion, over 2000 movies produced

per annum and a captive viewing audience of over 200 million across Africa and beyond (British Council, 2013).

According to Martin (2012), productivity is the main indicator of the creativity level of the workers in the creative industry, the performance of workers, companies, or the industry as a whole. In other words, productivity can be interpreted as a measure of effectiveness in a production system. It tends to be more result-oriented rather than output-oriented. Organisations train and develop their workforce to the fullest in order to enhance their productivity. Thus, knowledge, skill, and abilities are determinants of employees' performance, which organizations need to continuously invest in wisely to improve their productivity.

According to Whitmore (2002), life coaching helps to unlock people's potential to maximize performance. It is helping individuals learn rather than teaching them. Zeus and Skiffington (2000) state that coaching is a conversation

between the coach and their client in a productive, goal-oriented way. Coaching is learning – through different coaching techniques, the client starts to autocorrect (learning to change their own behavior) and to become auto-productive. Coaching means much more about asking the right questions than giving answers. Coaching implies change and transformation. Coaching is centered on individuals' total well-being, thoughts, emotions, and behavior. It has been defined in many ways, but specifically by the International Coaching Federation (ICF) as “partnering with clients in a thought-provoking and creative process that inspires them to maximize their personal and professional potential” (International Coach Federation, 2009).

A global survey of coaches (ICF, 2012) estimated that the coaching industry is worth \$2bn annually. This includes all forms of coaching: business, life, and health. The survey also found that coaches are seeing increases in the number of hours they work, the number of clients they have, and the fees they charge. Furthermore, just over half of the coaches globally, about 28,000, are believed to work in the field of business, executive, or leadership coaching. Clearly, coaching is an established and significantly sized industry yet there remains still relatively little objective empirical evidence of its efficacy (Grover & Furnham, 2016).

One thing that most definitions of coaching have in common is that it recognizes the person as a whole, believing that the client is in possession of all the qualities and resources required for development. The coach's job is to find and release that potential in the client (Brockbank, 2008). Coaching is conducted by dialogue and inquiry, which improves the client's communication skills, creates awareness and competence and the coaching process helps the client to establish effective personal and business relationships and it can lead the way to more effective decision making.

It is a specialized field of people development, which can have a noticeable impact on both employee performance and productivity, and on achieving business aims (Smith &

Lindsay, 2014). According to the Chartered Institute of Personnel and Development's (CIPD, 2007) learning and development survey, coaching in 63% of United Kingdom organizations has become a valuable and widely used tool. It is used in organizational settings to improve employee, team, and organizational performance in a number of ways, including but not limited to helping shorten the learning curve in a new organization, country, or role, succession planning, and career planning, to improve job satisfaction, flexibility, interpersonal relationships, leadership and management skills (Williams & Offley, 2005). Furthermore, coaching can be implemented under a number of guises: external or internal coaching, team or peer coaching, telephone or e-coaching, manager as a coach, or by creating a coaching culture.

Concerning the consequences of coaching, both practitioners and scholars have praised the positive consequences of coaching on employee performance (Agarwal et al., 2009; Pousa, 2012; Trépanier, 2010), commitment and motivation (Onyemah, 2009), and employee development. The rationale for this statement is that in a coaching context, people will feel more valued and respected by their employers. Thus, they will tend to be more loyal and work harder. Furthermore, more developed people will have higher job-related competencies, perform better, and obtain higher customer satisfaction (Ellinger et al., 2005). Against this background, this study seeks to determine the effect of life coaching on the productivity of employees within the creative industry in Lagos State, Nigeria.

2 Statement of the Problem

The emergence and development of human capital as an academic field has seen researchers attempt to clarify how human capital can contribute to socio-political development and freedom (Alexander, 2006; Grubb & Lazerson, 2004; Sen, 1999). Productivity is the main indicator of the creativity level of the workers in the creative industry, the performance of workers, companies, or the industry as a whole (Martin, 2012).

It has been observed that the creative industry in Nigeria suffers from substandard production and low levels of employee productivity (Nwankwo, 2018). Several literature have proven several factors that affect productivity; motivation – intrinsic and extrinsic, training and development, among others. Onyango (2012) conducted a study on *The Influence of Training and Development on Employee's Performance* and found out training and development has a positive impact on employee performance in terms of productivity. Ngugi (2014) carried out a study on the perceived relationship between training and development and employee performance and found out that training and development has an influence on the employee performance. Another study by Cephas (2013) on *The Effect of Training Interventions on Performance* found that there is a direct correlation between training and performance.

Existing literature has also identified life coaching as a key managerial behavior that organizations must promote to develop employees and achieve higher levels of productivity. Despite the seeming abundance of research in coaching in organizational settings, several authors identified two important gaps. The first one is the paucity of research on the impact of coaching on employee and organizational performance (Grant & Cavanaugh, 2004; Hamlin et al., 2008; McLean et al., 2005; Hagen, 2012). This gap led to recent calls to explore the effectiveness of coaching in improving performance (Cassidy & Medsker, 2009). A second gap is that the expected relationship between coaching and performance has not been adequately explained, in the sense that very few studies identified mediating variables between coaching and performance (Pousa, 2012; Pousa & Mathieu, 2014).

As productivity is measured by the value of output per input, improved productivity decreases the costs per unit produced, and this can lead to better profitability at the industry level or business unit. This study, therefore, seeks to address some of the knowledge gaps in the development of the coaching discipline in Nigeria. It mainly focuses on life coaching in the creative industry with the hope that it will address the problem of low productivity in the creative industry.

Furthermore, the findings from the study will help to identify factors that contribute to positive life coaching outcomes in the study area and to further highlight the probable solutions to decreased productivity-related challenges like lower profitability, sub-optimal utilization of the workforce, lower team morale, delay in project timelines and a lack of creativity. Also, this study hopes to establish a relationship between life coaching and employee productivity. Understanding these, the administrative scope of executive officers could be broadened and this would put them in a better position to review and possibly overhaul their orientation to administration in terms of improved productivity interventions and thus produce better operational results by fully utilizing their available human capital resources.

Additionally, knowledge generated through this work will be useful to subsequent researchers, practicing managers and life coaches. It will add to the global pool of research on the variables of this work. It will also provide organizations with useful information for fine-tuning policies geared towards tackling the challenge of continued incompetence due to adoption of less effective corporate interventions. This study examines the effect of life coaching-related factors on employee productivity in the creative industry in the study area.

3 Material and Methods

Study Area

This study was carried out in companies that belong to the creative industry in Lagos State, the commercial capital of Nigeria. Lagos state is divided into five Administrative divisions, which are further divided into thirty-seven (37) local

government areas and is officially the most populous State in Nigeria with about 21 million residents in 2020 according to a survey by the United Nations. Lagos lies about 6°35' north of the equator and 3°45' east of the Meridian with 41m altitude. It is bounded on the north and east by Ogun State, shares boundaries with the Republic of Benin on the west and is covered on the southern border by the Atlantic Ocean.

4 Sampling Technique and sample size

Purposive sampling was employed for this study. Lagos state was selected as the focal study area because the state has significantly more exposure to the elements of the life coaching practice and it is the seat of the creative industry in Nigeria as it has been severally referred to as the country's entertainment and media capital. With its slogan being the Centre of Excellence, Lagos state has the highest internally generated Revenue in the country, and the creative industry contributes almost 40% of this IGR annually. The city hosts numerous creative companies and events built on longer years of business existence, thereby allowing the researcher to choose companies and respondents that best suit the nature and aim of the research work. Also, in Lagos State, three companies were purposively selected for their production value, which includes Hi-Impact Television, Azusa Productions, and GDH Designers Hub.

They were selected for their staff strength, years of experience, active day-to-day operations, and relatively large production scale, thus giving credibility to the various opinions provided by the staff of the company on the underlying issues being addressed by this study. The entire staff of the three companies was selected; hi-impact Television and Azusa Productions formed the coaching cohort, while GDH Designers Hub formed the non-coaching cohort. This was selected due to the scope of the research and to ensure that both the study group and the control group were covered by the study. One hundred and seventy-nine (179) employees constituted the sample size for the study, which comprised one hundred employees for the study group and seventy- nine for the control group. The instrument for data collection was through the use of well-structured questionnaires administered before and after the coaching intervention to the selected companies in Lagos state.

5 Method of Data Analysis

This study employed both descriptive and inferential methods of analysis. The descriptive tools used include mean, frequencies, and percentages to examine the socio-economic characteristics of the respondents. Both chi-squared and Z-test were used to assess the effect of life coaching on employee productivity.

6 Results And Discussion

SOCIOECONOMIC CHARACTERISTICS OF THE RESPONDENTS

Table 1 presents the distribution of socioeconomic characteristics of the respondents. The result shows that

majority of the employees (58.6%) are within the age range of 19-29 years, this implies that most of the respondents were still in their productive years and that they still had more years to spend in their work places. However, older workers have often been found to be just as productive as their younger counterparts (Petersen, Snartland & Milgrom, 2007; and Börsch-Supan & Weiss, 2013). Most of the employees (80.2%) were single. Also, 63.1% of the employees are male and the remaining 36.9% are female. This implies a fair mix of the respondents by gender. Most (64.9%) of the employees described their working conditions as good. Majority (44.1%) of the employees earned between ₦51,000 and ₦100,000 monthly while 32.4% earned less than ₦51,000 as a basic salary on a monthly basis. Most (76.6%) of the employees were first degree holders which means the studied employees were qualified staff. This is an indication that they were well informed and possessed the ability to access and process information towards making a decision in line with employee productivity. Most of the employees (72.1%) started working at their respective organisations with their current level of education. This implies that majority of the employees in this study did not gain further educational qualifications since they began working at their respective organisations. Most (94%) of the employees have spent maximum of 5 years in their present organisation.

Table 1 Socioeconomic Characteristics of the Respondents

Gender	%	Family Structure	%
Male	63.1	Single	80.2
Female	36.9	Married	19.8

Working Conditions	%	Age (Years)	%
Fair	32.4	19-29	58.6
Good	64.9	30-39	36.0
Not Sure	2.7	40-49	5.4

Educational Qualification	%	Monthly Income (₦)	%
Masters	0.9	0-50,000	32.4
Degree	76.7	51,000-100,000	44.1
Diploma	15.3	100,000-150,000	18.9
O Level	7.2	Above 150,000	4.5

Length of Time Spent (years)	%	Upgraded Educational status	%
0-5	84.7	Yes	27.9
6-10	14.4	No	72.1
>10	0.9		

Source: Field work, 2021

Life Coaching Information of the Respondents

Table 2a and Table 2b present demographic information of respondents prior and after life coaching. Before the life coaching intervention, 85.6% of the respondents were aware of a life coach while 14.4% were not aware. Majority of the

employees (87.4%) had never employed the services of a life coach. This implies that despite the majority of the respondents having knowledge of life coaches, few of them have engaged their services. 5.4% and 6.3% of the employees employed a life coach's services for 3 to 6 months and more than 1 year before the time of research respectively. indicating that for those who have engaged the services of a life coach, they do not do so at regular intervals. Most of the respondents (91%) had aspects of their lives they wanted improvements. Additionally, 86.5% of the respondents were willing to be part of a coaching program while 13.5% were unwilling. Also notable was the fact that before the coaching intervention, 66.7% of the respondents set goals at work while 33.3% did not; and after the coaching intervention, 94.6% set goals at work while 5.4% respondents did not.

Table 2a Demographic Information of Respondents Prior to the Life Coaching Intervention

Life Coaching Awareness	%	Importance of Goal-setting to Work	%
Yes	85.6	Very Important	53.1
No	14.4	Important	37.8
		Undecided	6.3

Those Who Have Employed the Services of a Life Coach with period	%	Willingness to be Part of a Coaching Program	%
Not employed	87.4	Yes	86.5
Employed/3-6 mths	5.4	No	13.5
Employed /6-12mths	0.9		
Employed/>1 year	6.3		

There are Aspects of Life/Work where Improvement is Desired	%	Set Goals at Work	%
Yes	91.0	Yes	66.7
No	9.0	No	33.3

Source: Field work, 2021

Table 2b Demographic Information of the Respondents after the Life Coaching Intervention

The Life Coaching Program Was Relevant to their Work	%	Aspects of Life /Work Have	%
Yes	48.6	Yes	48.6
No	8.1	No	3.6
N/A	43.2	N/A	47.7

Life Coaching Added Value to Them	%	Regular Coaching Programs at the Workplace	%
Yes	55.9	Yes	69.4
No	1.8	No	30.6
N/A	42.3		

Life Coaching help	%	Set Goals	%

Achieve set goals	at Work		
Yes	50.5	Yes	94.6
No	2.7	No	5.4
N/A	46.8		

Source: Field work, 2021

Effect of Life Coaching Related Factors on Employee Productivity in the Study Area

Table 3 presents effect of life coaching related factors on employee productivity in the study area. The result shows that only coach competence has no significant effect on employee productivity while coachee efficacy, coaching condition (coaching relationship, environment, format and session) and other factors (working conditions, educational qualification, length of service and other training programs) have significant effect on employee productivity. The 2-tailed significance for coach competence as 0.562 which is > 0.05 as $\chi^2 = 375.032$ with 380 degrees of freedom. Given a 0.05 level of significance, the null hypothesis of no existing relationship between coach competence and employee productivity is therefore accepted.

The 2-tailed significance for coachee efficacy is 0.011 which is < 0.05 as $\chi^2 = 151.250$ with 114 degrees of freedom. Given a 0.05 level of significance, the null hypothesis of no existing relationship between coachee efficacy and employee productivity is therefore rejected and the alternative hypothesis is accepted.

The 2-tailed significance for coaching conditions is 0.042 which is < 0.05 as $\chi^2 = 266.280$ with 228 degrees of freedom. Given a 0.05 level of significance, the null hypothesis of no existing relationship between coaching conditions and employee productivity is therefore rejected and the alternative hypothesis is accepted.

From this result, it is observed that coaching conditions significantly influenced employee productivity in this study. This is in concordance with De Haan et al. (2016) who identified that the coaching relationship is the most important factor to the effectiveness of life coaching as an intervention. Also, educational qualification of the employees has significant relationship with employee productivity. The implication of this finding is that the productivity of the employee will improve should they further their education.

Table 3: Effect of life coaching related factors on employee productivity (Pearson Chi-Square result)

life coaching related factors	Value	df	Asymptotic Significance (2-sided)
Coach Competence	375.03	380	0.562
Coachee Efficacy	151.25	114	0.011*
Coaching Conditions	266.28	228	0.042*
Educational qualification of employee	418.46	361	.020*

Source: Field Survey, 2021

*Significant (P<0.05)

Effect of adoption of life coaching on employee productivity in the study area

Table 4 shows difference in the productivity between experimental and control group. Z-test was used to analyze the difference between the two groups. The result revealed that there is significant difference in the productivity of the experimental and control group in the study area. The significant level was at p<0.05. The experimental group have the higher mean productivity. This implies that there is still a huge potential for life coaching in Lagos State. This agrees with the finding of Anderson (2001) who reported that coaching had very significant favourable impact on Productivity. It also agrees with the finding of Bowles, Cunningham, De La Rosa, and Picano (2007) that individuals who were coached showed greater productivity gain.

Table 4: Z-test Analysis Showing Difference in Productivity of Control and Experimental Groups

Variables	N	Mean	Standard Error	Z	Probability
Experimental Group's Productivity	63	5.937	0.126		
Control Group's Productivity	48	4.429	0.144	7.867	0.000

Source: Field Survey, 2021

7 CONCLUSION AND RECOMMENDATIONS

Conclusion

The study established empirically the relationship between life coaching effectiveness and employee productivity in the creative industry in Lagos state. This research has raised awareness of life coaching related factors which are likely to determine employees' productivity in the study area. This study also assessed the relationship between Coach Competence, Coachee Efficacy, and Coaching Conditions towards Life Coaching outcomes and the effectiveness of Life Coaching on employee productivity in the study area. The result indicated that Coachee Efficacy and Coaching Conditions have positive and significant effect on employee productivity in the study area.

The result also reveals that of all the other factors considered in this research to influence employee productivity, the educational qualification of employees directly affecting their productivity with a mean of 2.97 and standard deviation 1.74 has the highest influence on employee productivity in the study area while the working conditions of their company directly affecting their productivity with a mean of 1.86 and standard deviation 1.27 has the least influence on employee productivity in the study area. Considering that most employees in this study started working with the level of education they currently possess; the implication of these findings is that the productivity of employees will improve should they further their education.

The study also concluded that there is a substantial positive and significant difference between the productivity of employees in the control group and the productivity of employees in the experimental group, with the experimental group having a higher level of productivity. This implies that there is still a huge potential for life coaching in Lagos state, which has not been engaged by most employees in the study area.

5.3 Recommendations

Based on the findings of this study, the following recommendations were made:

Managers, Executives and Human Resource Personnel in the study area should focus more on providing life coaching programs to supplement training and development practices in their organizations as it is a very effective tool for improving employee productivity.

Managers, Executives and Human Resource Personnel in the study area need to integrate policies favorable to their employees furthering academic pursuits. This is because educational qualification is a very important factor that directly affects the employee's productivity.

Life Coaches should pay more attention on providing suitable coaching conditions and ensuring the self-efficacy of coachees before and during life coaching sessions. This is necessary to ensure positive and significant life coaching outcomes, as these have been identified as factors that the employees have identified to be the most important towards improving their coaching outcomes in the study area.

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