Coaching for Human Development:
The Organizational Seduction of the Agile Triumph and the Criticism on Its Discussion Aspects

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In a scenario of technological revolution and corporate emphasis on learning, several processes, tools and techniques are presented as facilitators of human development (Coelho Jr. & Ferreira, 2013). Among these processes, coaching and its applications stand out (Torres, 2013). Considering that the context of learning is decisive to reach a solution that faces a reality, especially in times of intense technological development, it is necessary to find room to enhance people's ability - which, broadly speaking, means room for autonomy (Siqueira, 2013; Freitas, 2013; Davel & Vergara, 2012).

Cappelli and Tavis (2018) state that "being agile is no longer the prerogative of technology only" (p.25). The HR area shifts from "the rule-based approach and planning to a simpler and swifter model based on participant feedback" (p.25). According to the authors, "the companies that have most effectively adopted agile talent practices have invested in improving managers' coaching skills" (p.27) and that "coaching skills are key abilities to a manager's career" (P.28). Therefore, coaching has been a central tool for reformulating HR practices for human development, in the search for a professional profile of fast results.

In this sense, this article inquires about what are the human development proposals inherent to the coaching process, widespread in Brazil. In order to examine the discourse of the coaching literature, the research is based on the concepts of coaching (Grant & Cavanagh, 2004; Passmore & Fillery-Trevis, 2011; Campos & Storopoli, 2015), of organizational spirituality (Bartoli, 2008, Ashmos & Duchon, 2000, Giacalone & Jurkiewicz, 2003) and organizational seduction (Siqueira, 2009).

In order to stimulate a discussion, from a analysis of documents (Lakatos and Marconi, 1991) and of content (Bardin, 2011), 7 sources were analyzed that deal with coaching and training of coaches: 5 literatures, 1 human development site and 1 site of a representative body of the function, which offers training courses for coaches. The five literatures were indicated by coaches and are considered as reliable sources for the training process and,

together, they integrate 148 texts on coaching, since 3 of them are compilations. The analyzes ran between 2017 and 2018.

In the results, this study points out that there is an immoderate emphasis on the treatment of coaching on subjective aspects (54.1% of the texts explore behaviors and/or inner life for performance improvement), acting as a "smoke screen", turning nebulous the real design in the use of the tool, imputing to the individual the full capacity and responsibility on the professional and organizational success. Coaching is presented as a success guarantor process, once that the individual's inner elements, from a subjective perspective, are fully mastered and channeled to the proposed goals. In the case of the corporate context, it would be the channeling of the subjective aspects of the individual to the fulfillment of the organizational objectives, disguised as the individual possibility of happiness and full realization through coaching. The proposal that drives the mobilization of these subjective aspects comes in the form of a seduction through discursive aspects such as "excellence", "power" and "extraordinary", imputing to the individual an unlimited capacity for achievement.

As for the repercussion of this subjective emphasis on work organization, especially in a context of technological agility, there is scope for setting up a scenario of subjectivity hijack, which emerges in several ways, such as psychological control, shared collective imagination, dominant ideology and conditioned power. In other words, the subjective approach of coaching, with immoderate associations to the premises of spirituality, blurred the vision about what kind of reality is sought and what interests would lie behind these procedures. At the same time, it is a fact that coaching has appealed to the stereotype of a fully capable, agile, happy and accomplished individual who is fully capable of making his conduct successful in the workplace by promoting and exploiting his inner life

Although coaching presents a very effective hall of techniques, in an organizational environment, it is necessary to identify how the application is geared towards the individual or the business. In addition, after identifying the fine line that divides these two aspects, it is a *sine qua non* condition to understand the business structure in question between the focuses about people or results. These four variables need to be in line for effective results to emerge and the objectives of coaching to be achieved, as both neglect and polarization of any of these aspects will lead to frustration among the participants in the process, hindering the achievement of the desired objectives.

Key words:
Coaching; Technological agility; Human Development; Organizational Seduction.

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