

**How coaching assist employees to adapt to
new and different projects within the IT
Test Environment**

Research Abstract

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The research has been conducted in an IT company that provides test services in the IT Industry and specifically to IT projects. A universal problem experienced in the industry is the tempo of change introduced by the fast developing technologies. IT projects in term, are condensed, complex and changing environments. The problem IT companies are faced with today, is the shortage of skills, high-turnover rate of employees and continuous learning needs for their employee's.

The replacement of employees is costly and time consuming and each new employee need to re-adapt to the new environment. The sponsoring organisation is not excluded from this. As a counter measure, the company embarked on a programme to train entry-level employee's and develop them according to their specific competency development model.

Entry-level employees are faced with behavioural challenges from their very first day on a project. This is further extenuated by the fact that they are placed directly into a project environment which increases their challenges in adapting.

Coaching is being introduced to assist these entry-level employees during their adaptation phase. The impact and benefit of coaching to support them is being assessed in this research project. A comparison was done between the research group of entry-level employees vs a previous group of entry-level employees who were employed a year earlier and received no coaching.

A benchmark was identified to determine the average adaption period for entry-level employees (testers) as well as to confirm their required behavioural competencies.

The outcome of the coaching results was measured with their performance assessment results.

From the project results, it became evident that the use of coaching indeed benefited the research group. The results showed a 50 % reduction in their adaptation period as well as 52 % higher behavioural competency rate than that of the group that were not exposed to coaching.

