

In an era of constant change, coaching is critical to organisational sustainability. It builds resilient, adaptable, and motivated workforces capable of navigating complexity.

BY DAPHINE NAKABIRI

Traditional leadership has long relied on giving instructions, enforcing authority, and expecting productivity, with little emphasis on personal growth or genuine engagement. As a status quo, that model is failing.

Joseph Ajal, a certified professional coach and founder of Precision HR Proprietary Limited, argues that coaching is both a professional discipline and a transformative tool for organisational growth.

With 22 years in human resource development and eight years as an executive coach, Ajal's journey began in 2017 at the National Social Security Fund (NSSF), where he worked on leadership pipelines and succession planning.

After training at Strathmore University Business School, he founded Precision HR in 2018 and obtained certification from the International Coaching Federation (ICF).

He has since coached more than 250 individuals across 10 African countries.

The changing nature of leadership

The modern workplace is shifting rapidly due to technology, geopolitics, changing employee expectations, and growing uncertainty.

Yet many leaders still feel compelled to know everything, control every process, and constantly direct staff.

This outdated approach, Ajal warns, leads to burnout, poor relationships, low engagement, and resistance to change.

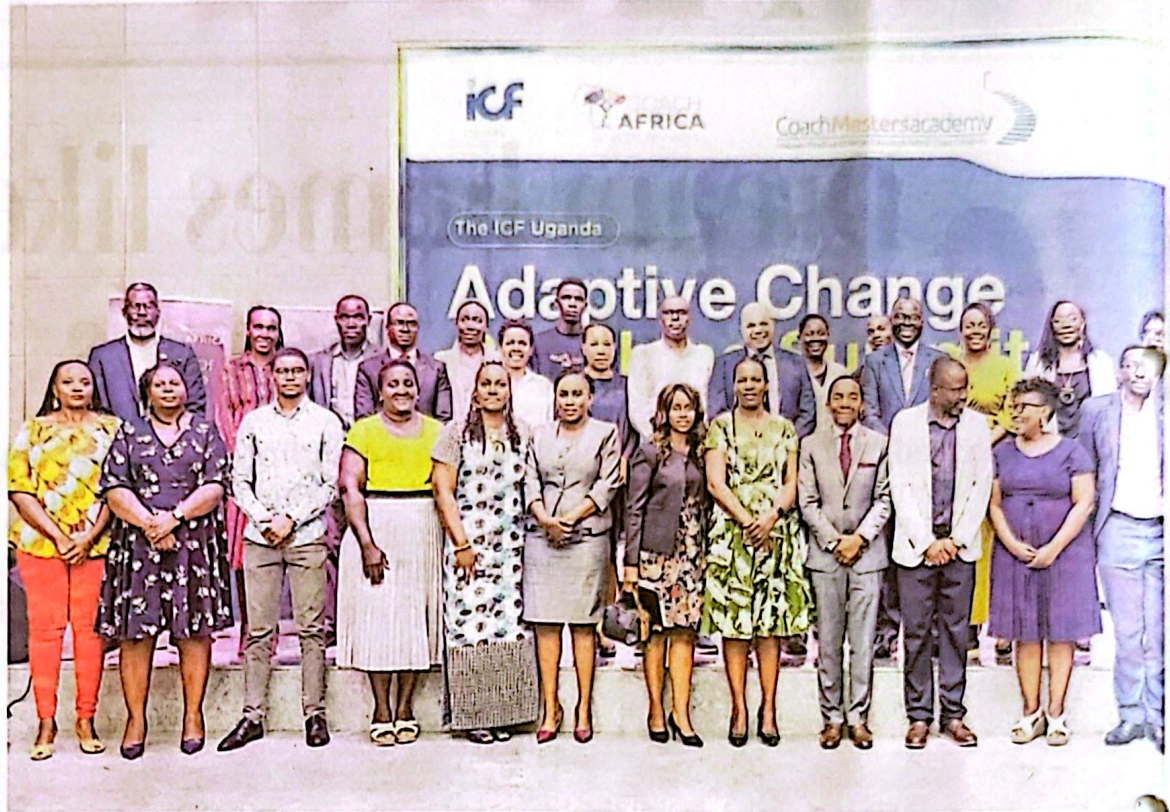
"For an organisation to continue advancing," he says, "managers need to become more adaptive, emotionally intelligent, and people-centred."

This shift requires integrating coaching at all levels.

Coaching in Uganda

Coaching is a structured process that unlocks potential, improves performance, and drives sustainable growth across business, education, public insti-

Why coaching is critical to company sustainability



Some of the leading coaches in Uganda pose for a photo at the recently concluded coaching summit in Kampala.

tutions, and society. In Uganda, awareness is rising.

The country has about 320 accredited coaches and four academies: Imagine Me Africa, Coach Masters Academy, Coach Africa, and Precision HR.

However, coaching remains concentrated in formal sectors such as banking, telecom, NGOs, and multinationals. Adoption among small and medium

enterprises is still limited, where traditional command-and-control management persists.

Ajal notes that effective leadership requires authenticity, self-awareness, and the willingness to seek support; qualities coaching cultivates.

Why coaching matters

In an era of constant change, coach-

ing is critical to organisational sustainability.

It builds resilient, adaptable, and motivated workforces capable of navigating complexity. Ajal explains that organisations investing in coaching achieve meaningful cultural shifts.

Leaders trained through coaching connect better with their teams, understand their needs, and help employees thrive.

"While it might initially seem costly," he says, "coaching creates alignment between employees and their organisations, reducing staff turnover, increasing promotion opportunities, and improving motivation, enabling long-term sustainability."

Coaching also strengthens leadership by promoting shared problem-solving. Instead of burdening managers with every decision, coaching encourages collaboration.

Employees become actively involved in generating solutions, especially when leaders lack immediate answers.

This fosters accountability across all levels, ensuring teams share ownership of outcomes.

Furthermore, coaching enhances a leader's ability to interpret context and set clear direction, even in their absence or under pressure.

Ajal says: "Effective leaders are able to pause, reassess their approach, and reposition their strategies in response to changing realities."

What other coaches say

Malcolm Fiellies, Professional Certified Coach and ICF Regional Director, notes: "Coaching builds a pipeline of capable leaders at all levels. When leaders understand its value, they become empowered, allowing personal transformation and meaningful behavioral change."

Samuel Fredrick Mwogezza, Coach and Executive Director of Stanbic Bank, adds: "Leaders must recognise they do not have all the answers. Coaching enables teams to co-create relevant solutions. When employees are actively involved, they unlock their potential rather than simply complying."

Dr Norah Bwaye Njuba, Master Certified Coach and Founder of Coach Africa, concludes: "Coaching reduces ambiguity and silent resistance. Individuals who aren't involved in decision-making often respond negatively later, through disengagement or unspoken dissatisfaction. Coaching ensures clarity of purpose and effective execution."

Way forward. For an organisation to continue advancing, managers need to become more adaptive, emotionally intelligent, and people-centred. While it might initially seem costly, he says, "coaching creates alignment between employees and their organisations, reducing staff turnover, increasing promotion opportunities, and improving motivation, enabling long-term sustainability."

— Joseph Ajal, a certified professional coach and founder of Precision HR Proprietary Limited

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