Assessment of Master Thesis

Master Thesis opponent: doc.Ing. Mikuláš Pichanič,CSc.,

Master Thesis author: Axel Fitte-Duval

Title: **Coaching as a Tool to increase the Performance of Employees**

Demand factors:		
Theoretical background	**Average**	Above - average
Data used	**Average**	Above – average
Methodology used	**Average**	Above - average

Criterion	Scale			
	Excellent	Very good	Satisfactory	Unsatisfactory
Overall objective achievement		X		
Self-reliance of author		X		
Logical Fitte-structure			X	
Using of literature, citations			X	
Adequacy of methods used		X		
Depth of analysis	X			
Form of MT: text, graphs, tables		X		
Felicitousness		X		

Usefulness of results in practice and theory: average

Discussion topic for defense:
The thesis fulfills all requirements which are prescribed by the university. The author selected suitable companies with diversified portfolio of activities which had enabled in depth analysis of all kind of coaching approaches. On the other hand such a broad spectrum of companies and positions doesn´t enable to recommend practical implementation. Very interesting part of analysis covers the chapters 3.2 ,3.3 and 3.4, dealing with quantitative relationship between stated hypotheses. The thesis focuses on managerial coaching. Four main goals had been selected to investigate and analyze: 1. Does managerial coaching approach facilitates increase of employee performance? 2. What attitude managers should adopt to be efficient? 3.What companies can do to encourage their managers to adopt a coaching behavior? Environment) 4. Do employees feel more committed and better off with coaching?
Following four hypothesis have been part of testing.

The following questions should be part of defense:
1) Managerial coaching is assumed in this research to have positive influence on employee's performance. Coaching affect performance through 3 mechanisms: the acquisition of job-related knowledge and skills, the enhancement of motivation and effort, and process of social learning. **Hypothesis 1**-Pearson Correlation test in table shows that there is a small positive correlation between skill development and managerial coaching (r = 0.126). However, Sig value (0.126) is higher than 0.05, thus there is no statically significant correlation. Regarding Pearson Correlation analysis there is no direct relationship between skill development and managerial coaching. I miss the logical explanation.
2) **Hypothesis 2.** Pearson Correlation test in table shows that there is a strong positive correlation between skill development and job clarity. Do we need to test these and what happens if it doesn´t fit?
3) **Hypothesis 4.** Regarding Pearson Correlation analysis there is no direct relationship between skill development and turnover intension.
Besides above mentioned, can the author explain the meaning of this sentence?... *Managers that provide coaching to their subordinates in order for them to be efficient on their job resort to managerial coaching....*
Would the author be able summarize the practical usefulness of this research?

 Thesis **is recommended for the defense**

Grade proposed: very good

Prague, 28.9.2015

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                                                        Signature of opponent