

**PhD dissertation: Implementing a coaching style of management
in small enterprises of the Silesia Province**

Artur Marszał, M.Sc.

Supervisor: Waldemar Jędrzejczyk, Ph.D, D.Sc.

Abstract

The volatility of the environment creates modifications to the method of managing an economic unit. The lack of partner relations with the management staff in the company, poor access to training and limited development opportunities increase employees' readiness to change jobs.

The subject of the dissertation is to determine to what extent the coaching style of management is actively adapted in small enterprises operating in the Silesian Voivodeship. The conclusion whether the use of coaching meets the acceptance and expectations of employees and management staff of small enterprises. Indication of possible barriers and limitations in terms of modifying the management style and its better adaptation to the actual conditions of the current economic situation.

The main aim of the dissertation is to find the determinants of development and barriers to implementing the coaching style of management in small enterprises.

Main hypothesis: Achieving more knowledge by managers in the field of coaching management style will growth its practical application in small enterprises.

The doctoral thesis consists of five chapters, preceded by an introduction and summarized with a conclusion. The first three chapters are of a theoretical nature. The fourth and the fifth are empirical-analytical.

The first chapter of the dissertation deals with the aspect of contemporary human resource management, with the indication of the main trends and characteristics of the changes that occur. The role of a manager was discussed, and management styles were outlined, which are nowadays constantly encountered in organizations actively operating in the economic market.

The second chapter introduces the issue of coaching – definitions, principles of operation, processes, models, and tools. It determines the scope of the coach's competences that will ensure his effective work. It contains a description of individual tools, starting from the method of diagnosing opportunities for non-wage motivation, through constructive goal setting and time management. Then, models and stages of coaching processes are presented that can be used by

a coach or a supervisor and apply them to work with staff. The definition of feedback and its role in optimal team management is described. The application of coaching in increasing mental resilience and its contemporary concept were indicated.

The third chapter focuses on the issue of coaching in the organization. Specifies the definition of organizational culture. It shows the role of emotional processes and self-awareness in aspects related to human resource management. It presents the role of employees and their involvement in the proper functioning of the company. Another part of it is to raise the issue of the active use of coaching in the organization. Indication of its forms, varieties, and tools that can be practically used in the activities of the enterprise. The third chapter ends with an assessment of the effectiveness of coaching in business units.

The fourth chapter describes the research process, the scope, and methods of the research, and the characteristics of the surveyed community. The next point is a compilation of specialists' opinions on the coaching style of management in small enterprises. Next, detailed results of the questionnaire surveys are presented, divided into two groups: representatives of management and employees, as well as conclusions from focus groups. The last item of the chapter is to define the convergence of the obtained research results and the presented assessment of specialists.

The fifth chapter is devoted to determining the level of adaptation of the coaching style of management to the polish reality of small enterprises. Indication of the most important negative causes that inhibit it. Emphasizing the importance of the human factor as the main component of the enterprise. Specifying the stages of development of coaching competences of the management staff. Description of the models of conduct that may have a beneficial effect on the active application of coaching in the management of small enterprises. Presentation of a case study and presentation of the results of focus interviews on the development of manager's coaching skills and their subsequent practical use.

The summary includes an analysis of the possible benefits and importance of applying a coaching style of management in small businesses. Indication of the role of new models of conduct in increasing knowledge on coaching among the management staff of small enterprises.

The psychological aspect and focusing attention on the intangible needs of employees should be treated with greater priority by the management of the discussed economic entities. This gives the opportunity for more effective work and greater involvement of staff in the implementation of the strategic goals of the company.

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