

# **Successful Manager Leads People to Personal Growth: The Possibilities of Coaching and Mentoring.**

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Bachelor Thesis  
2014



**Tomas Bata University in Zlín**  
Faculty of Humanities

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Univerzita Tomáše Bati ve Zlíně

Fakulta humanitních studií

Ústav moderních jazyků a literatur

akademický rok: 2013/2014

## ZADÁNÍ BAKALÁŘSKÉ PRÁCE

(PROJEKTU, UMĚLECKÉHO DÍLA, UMĚLECKÉHO VÝKONU)

Jméno a příjmení: **Tomáš GAJDOŠ**  
Osobní číslo: **H10254**  
Studijní program: **B7310 Filologie**  
Studijní obor: **Anglický jazyk pro manažerskou praxi**  
Forma studia: **prezenční**

Téma práce: **Úspěšný manažer vede lidi k osobnímu růstu:  
Možnosti koučinku a mentoringu**

Zásady pro vypracování:

**Studium specializované literatury**  
**Sběr podkladů a materiálů k analýze**  
**Formulace hypotézy**  
**Analýza a praktická diskuse o tématu**  
**Potvrzení nebo vyvrácení hypotézy**  
**Shrnutí výsledků a závěrečné doporučení**

Rozsah bakalářské práce:

Rozsah příloh:

Forma zpracování bakalářské práce: **tištěná/elektronická**

Seznam odborné literatury:

**Carnegie, Dale. 2009. How To Win Friends and Influence People. New York: Simon and Schuster.**

**Covey, Stephen R. 2004. The 7 Habits of Highly Effective People: Powerfull Lessons in Personal Change. New York: Free Press.**

**Hamel, Gary. 2013. Na čem dnes záleží. Praha: Peoplecomm.**

**Semler, Ricardo. 2013. Podivín. Praha: Peoplecomm.**

**Whitmore, John. 2009. Koučování. Praha: Management Press.**

Vedoucí bakalářské práce:

**Alexandra Hubáčková, M.A., Ph.D.**

Ústav managementu a marketingu

Datum zadání bakalářské práce:

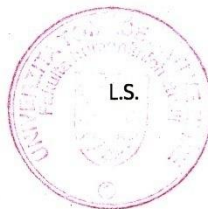
**29. listopadu 2013**

Termín odevzdání bakalářské práce:

**2. května 2014**

Ve Zlíně dne 7. února 2014

  
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## **ABSTRAKT**

Tato bakalářská práce se zabývá novými trendy ve vedení lidí. Jako podstatu vidí osobní růst a svobodu v lidských životech. V teoretické části vysvětluje, proč je pro manažery přínosné vést lidi k vlastnímu rozvoji a být pokrokový. V dnešní době lze tohoto docílit pomocí koučinku a mentoringu, což jsou pojmy, které si budeme vysvětlovat. V analytické části se věnuje pohledům lídrů, koučů a rovněž studentům UTB na koučink a jeho studování na vysoké škole.

Klíčová slova: leadership, management, koučink, mentoring, osobní růst

## **ABSTRACT**

This thesis deals with new trends in leadership. It sees as the essence the personal development and the freedom in human life. In the theoretical part explains why it is beneficial for managers to lead people to develop themselves and to be progressive. Nowadays this can be achieved through coaching and mentoring, which are concepts that we will explain. The analytical part is devoted to the views of leaders, coaches and also students at TBU on a coaching and its studies at the university.

Keywords: leadership, management, coaching, mentoring, personal development

## **ACKNOWLEDGEMENTS**

My sincere thanks belong to my coach and supervisor, dear Alexandra Hubáčková, M.A., Ph.D., my great friend and mentor Petr Štěpánek and my supporting family.

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## INTRODUCTION

“What is the most precious resource on Earth? An energy so big, it can transform the world around us. I believe it’s people. People and the potential they have within them. To rise up and stand out of the crowd. This potential is a positive force within all of us, and, when it’s inspired, it can’t be contained by race or class or anything else.” (Amway 2014)

These words of wisdom are part of opening for the powerful speech of Mr. Rich Devos and I truly believe, for my bachelor thesis too.

The theme of this work is very close to my person, because in coaching and entrepreneurship I move and I see how positive effect it has on me. Therefore I would like to give my views on the full utilization of the human potential and also add wisdom from books and consultation that have gone through my life. Also, I would encourage readers to fulfill their life by their ability to fully demonstrate the potential that lies dormant in each of us. Although I am aware that the development of the individual is always highly unique; I strongly believe that the techniques and principles described in the work will help them.

In the first part of my thesis, I will focus on explaining the essence of leading of people. At first we will look at the position of the manager as a coach and model that makes him good leader for more people. Even that we will look at the participial companies and characterize a business model where personal growth and methods of coaching and mentoring are at the forefront. Using specific examples I will explain why do I believe that leadership based on this model brings benefits to both society and the whole team of colleagues.

Further I will explain why the understanding of the executive position nowadays is so different from the time of establishment this position. After all, over the years this look at the main points of duties of managers is very different. I will write about reasons, why I personally consider that a good manager should have leadership properties too. I will introduce a person of coach and a mentor as a role model that can be used to such an innovative manager as I will represent in first chapter.

Then, the theoretical part I will conclude by looking at the concept of personal development. What it is all about and how you as leaders can bring it to your team. To

effectively leading and harmony in company I consider personal and professional development as a crucial subject.

The analysis is then given to the views of coaching as a tool for effective leading of people. Through my research, we get the perspective of the two worlds. First, the perspective of coaches, entrepreneurs, executives and personalities of leading, but available we will have the views of the rising new generation, the students, who expressed an interest in coaching. During the conversation on this subject I have had a lot of beneficial suggestions that will be mentioned in this thesis too.

Personally for dear readers I consider as a key part of my thesis recommendations. Simply because only their decision of change that is done in within of individual and the action, there will be an actual transfer of ideas in this work to them. I notice, that study of the subject is just surfaced, but experience and understanding get these principles to the heart.

## **I. THEORY**

## 1 NEW VIEW: MANAGER AS A COACH

According to Semler (2013, 22), the understanding of the position of manager is certainly different from the attitudes that represent the earlier concepts. The whole world is dynamically moving and more people want to show their personality, opinions and talent. As a result of that, the view on the managers and the procedure they apply is changed. Now competencies of these people are not only manage others and follow various instructions. And new look at leading people puts attention on the potential of people and their development. If the manager helps people in fulfillment of desires, then he or she is not only their boss but their leader. He is a person who cares about others and their happiness, someone for whom they are not indifferent the interest and opinions of followers and who fully believes in the potential hidden in everyone.

The manager must therefore believe in potential of his or her people and thanks to skills of coaching he gets into the hands a great tool that makes him more effective. As Whitmore (2009, 24) claims, if a manager or coach does not believe that human potential is greater than that which is reflected in daily behavior, then he can not to help people to growth. Therefore they must not think about others based on their performance, but in terms of their potential. The most systems of assessment and evaluation of people meet this demand only a very limited extent or not at all, therefore have any value. People who are rated by these models are struggling to break out from the “compartments” into which they are ranked either by themselves or by their manager. So if we desire to to be and work as an effective manager, our view of others has to be changed. And that is not only a technique or idea, but the attitude toward others, which is necessary to fully understand.

However, there is created a collision between the potential, that is within of everybody and model of manager, because of current view on the corporate world is very different from the principles in which it was founded. Hunter (2013, 21) urges us even by questions, why the society unflinchingly accept reports that most of managers tend to rather suffocate the flames of incitation than fan the flames within of team members? Why are we leaving icy calm that the current model hinder the extraordinary performance, rather than support them?

It is a very limited understanding of the leading person. Successful leaders are not interest merely about work of followers and employeemes, but also in their interests, dreams and goals in personal and spiritual world. This gives us a completely different view on a influential managers then this position was understood and set. Hunter (2013, 205) claims

that it is precisely our managerial dogma that prevents our institutions to be more adaptable, innovative and character. Our own ideology of management reduces our society. The intention of the manager should therefore be to listen to his or her people and to create for them an environment and atmosphere where they feel supported and encouraged.

To achieve this idea I offer the view of the manager as a capable coach. If manager in managing people respect the principles of coaching, their people work better and at the same time he or she leads them to their personal development, which is very beneficial. Whitmore (2009, 37) explains the idea, that for 250 days a year people are working successfully and simultaneously develop their professional growth. It seems too good to be true, but that is what manager who is currently a coach does. Hammel (2013, 164 - 165) an interesting idea of Whitmore expands more specific. Boldness, imagination and enthusiasm are the most critical sources of competitive differentiation. However, these higher qualities can not be dictated by anyone. We can not to order someone to be thrilled of creative. Or you can, but as well it will be useless. People have a choice every day, whether they use their talents at work, and how data show us; usually they decide to do not. I take this to mean that every single person can choose whether he or she will be open to new thoughts and ideas and be encouraging or to be not.

James C. Hunter (2013, 205) adds, that in the past, managers were convinced that their main task is to ensure that employees serves to objectives of the company with an appropriate measure of obedience, diligence and competence. The statement that “the company is on the first place, the people on the second,” needs to be turned around 180 degrees. Today is the most important job of all managers to create a work environment that will inspire exceptional work performance and bring flurry of initiative, imagination and enthusiasm.

Author (Hunter 2013, 164) directly compares the leading of traditional manager from the leading of a modern manager, who has a tendency to coaching. He is talking about the three stages which would be perfect to meet the employees. The first stage is a **qualification**, ie educational attainment and acquisition of fundamental skills. Then it was the **diligence**, which everyone necessarily does need for quality work. And finally it is **obedience**, because the best employee is one who is dedicated his or her work, can do it properly and fully obey to all commands.

The mirror to this model and the whole look at employee as a person with enormous potential is entirely different three stage-model. Instead of qualification, **enthusiasm** is necessary for the activity that workers perform. That enthusiasm is the confidence given by

the manager. Second stage, according to Hunter, is **creativity**, which is more praiseworthy and rewarding than thoroughness and monotony. And if a man finds pleasure in the result, which brought an enthusiasm and creativity to him, he or she will be **motivated** to achieve better and better results. So he will have its own initiative, to which no one is forcing him and such person will be filled with work, which he is performing for his manager.

People have enormous potential, but do not always have a chance to be fully expressed, or even have courage to come up with something original to the light. The executives should therefore always be an example and show the direction to the other followers. If the manager will present himself and lead others openly and creatively, he or she will find even greater responds from employee. Coaching is releasing the human potential and allows it to maximalize its performance. Whitmore (2009, 21) believe, that having knowledge of coaching in managerial experience is highly effective for parties, a manager and an employee. Working people often bring a fresh and original view on the working process, but if they are not supported by managers, they will never dare to show their personality.

## 1.1 Leadership

Leadership is influence. It sounds simple, but it is not easy. Inspire and affect the others, it is leadership. It is action, not the principle or position. Let's get this notion characterized by words of expert. James Hunter (2016, 16) emphasizes, that leadership is not synonymous with management. It is the skill that nobody has given in this world since the birth. However, a long journey leads to this. Therefore, we need to prove or gain in time. The best scenario is atmosphere directly from the leaders during the time. Hunter (2013, 32) notes, that the art of leadership is to be like any other skill practiced regularly to achieve the results and the coveted change to have occurred.

As a major, if not the most important, characteristic of leader sees Hunter (2013, 25) the character. Person, who would be followed by people, should have certain properties. These are not typical for the kids, and that is why people have to learn to become real leaders. By studying the leadership I perceive that these properties are mainly perseverance, humility, devotion, kindness, selflessness, respect, forgiveness, honesty and commitment.

A leader is one who knows the way, goes the way, and shows the way, how in his book puts in John C. Maxwell (2007, 22). Earl Nightingale (2010, 120) describes the leader and his personality as someone who accepts responsibility for their personal

development. According to him, leadership is performed by visionar thinker and a man of action.

Nobody appoints is a leader, only we ourselves decide, if we take responsibilities into our hands and if we take a challenge. Petr Štěpánek (2014) offers another view on leaders. He encourages, that to be a leader is not like a card to the VIP club, but the principles and the atmosphere of the people who choose their own lives and their own visions. This allows leaders to inspire others. Even they pave the way for them, if the followers are having the same values and goals. I can say that when I heard this argument, I realized the power of that idea.

## 1.2 Successful Open-Minded Companies

Leadership and personal development are not just a domain for the world of entrepreneurship and individuals. I bring a look at a pair of companies that can serve us as a role model for applying methods of coaching and mentoring, and where the structure of the company is focused in a personal and professional developing of employees and partners. Furthermore, the companies firmly changed the classical view of executive position, ie the persons who give direction and attaché the greatest importance to the people and their within atmosphere. An essential part of such an approach Petr Štěpánek (2014) sees a personal development, to which the leaders of new inovative campanies lead their followers.

Specifically, I focused on two companies, Mindvalley and Amway Corporation. I watched it mainly because they are considered a leader of innovations and new trends in the managing people and are excellent examples of this work. I firmly believe that without innovative models of leadership and an emphasis on the personality growth they would not protrude over their competitors. These companies are celebrating the success because of it and both have vision focused on a 2020, when they are going to be one of the most influential companies in the world. Clear evidence of that is not only increasing turnover or profit, but people's interest to be a part of the environment of growth that companies firm around. This interest was aroused by a handful of people who stood up for the interests of the people and lead them to success together. Creativity with what they are doing that is remarkable and it reaps recognition from companies such as Virgin Group and Microsoft, where these newly introduced models are applied.

### 1.2.1 Mindvalley

I offer a look at the company that can be found on the official website. Mindvalley is a global brand and company that invest in, creates and builds business that aligns with its goal to push humanity forward. You never change things by fighting the existing reality. To change something, build a new model that makes the existing model obsolete, explains us Lakhiani. (Mindvalley, 2014)

Mindvalley is a great example of company with a new model of leading its people. In 2003 Vishen Lakhiani, CEO and Co-Founder of Mindvalley, started his own business. That time, that was all just about a passion. He created an interesting system to motivate him and his friends. His goal was to bring his own passion of personal growth to the masses in hopes of creating a better world (Mindvalley, 2014). Nowadays, Mindvalley has more than 50 employees around the world. His idea was to create original model for these people, for example his company share the profit with employees, they are given an hour a day to spend on personal growth and classical company meeting are replaced with "Awesomeness Reports", that are all about new experiences of employees outside the company. It works perfectly and Lakhiani loves his team, they are almost like a family. (Mindvalley, 2014) Very interesting are the ways, how his company treat with its people.

### 1.2.2 Amway

At points of freedom, leadership and personal growth dominates multi-level marketing. The Firstclass magazine (2013) in an article about great visionary and famous billionaire Richard Branson we can read an explanation of why he is establishing principles of MLM to his Virgin Group companies. He believes in discovery of new leaders to management. MLM is, according to him, only secondary about the money, it is primary about self-education, self-improvement and personal growth. If you can revive a person who already does not believe in success, show him the way and help him back to self-confidence, you are making perfect business and then you are born for any other business. You will learn to think in the interest of another person, not for the sake of yourself.

Amway will be our example of the success story in MLM. Founded in 1959 is the very first and the world's most successful company in the direct selling industry (Direct Selling News). I will devote the most important value of the company, people and their personal development. Co-founder, Jay Van Andel (Amway), explains the principle of operation of the company. He is saying that this model is about people who help others to help themselves. And that is what the founders believe to.



Firstclass magazine provides another viewpoint. Words of Brenson are supported by economist Paul Zane Pilzer. MLM is most notable opportunity, because for the higher position of career you can not reach otherwise than by demonstrating credibility and by helping someone other, whether a client or another distributor. (Firstclass, 2013)

Such principles would be within any leader, whether he is in executive of company or of his or her own business. A person who wishes to be in a leadership position in MLM need to initially work on personal and professional growth through consultations with a coach or mentor to become a capable of helping others. This principle is very successful and it is great example of the importance of such leadership focused on the people.

Well-known author and supporter of MLM, Robert Kiyosaki (2013, 66) valued several point on this business model. As an investor the oppotubity to earn money and helping others to do the same is unique. Capital, however, according to him, just highlights our thinking and reasoning, so he praises Amway model, which has on the first place spiritual and economical development of people and educate leaders who are accountable to their followers.

## 2 PERSONS OF CHANGE

As perhaps at all in this world, there is no just one proven manual that fits to everybody. Everyone knows the recipe to own life the best and nobody has the right to influence us in any way. But successful leader knows how to create an atmosphere worthy of following. I will approach the concepts of leadership through coaching and mentoring by comparing this model to world of athletes. Every professional athlete needs three things to be successful. Healthy food represents **nutrition**. Practice and exercise represent **action**. And the last element, that just a real winner longs to have, **trainer**. In the world of leadership, these three pillars are the same, but are represented by different tools. Nutrition for our brains are books, movies and other tools, that I will talk about in next chapter. Action is represented by moving forward in our life, to encourage ourselves and go. And trainer would be one of the persons I am going to introduce now, coach and mentor. I took over this idea from consultation with my coach, Petr Štěpánek (2004).

Approach of these two will be completely different. While the mentor exactly knows what all is needed and will accompany us, coach gives us additional perspectives. The truth is that in the modern sense, these two principles are mixing together, so it is good to really understand the advantages of the first and second variants.

Whitmore (2009, 23) on this subject claims, that the best example for the leading between manager and employees have found is the relationship between coach and his sport team. We all know term as a tennis *coach*, but we also know about term snowboard *instructor*. However, basically the position of these people coincides. Coaching is in my opinion more related to the mentality of a sportsman. Whitmore (2009, 22) represent us a concept of “Inner Game”, which is explaining that everything is like a game in our mind. The battle is in within of us rather than opponents on the other side of the tennis court or at negotiating table.

### 2.1 Manager vs. Leader

For the success of company both of them are needed, but the best scenario is when manager is a leader. Leader The issue is that not always it is the same person and it is certainly a great shame. Moreover, real leaders are, unfortunately, the still insufficiently products. I will define and explain the differentiation of these two persons and properties, which differ from each other.

We can recognize leader and manager at the first meeting. According to inquiries and requests that they put on, we are dealing with the first or second type of person.

Task of manager is simple – to ensure that was done everything, what has to be done, and ensure in within the limits of time and cost, professional development of the employees. Whitmore (2010, 36) claims, that if manager is coaching, is done both.

An influential magazine (FirstClass, 2013) writes about these two figures clearly. Manager finalized work, it is his motto, and he is keeps that attitude. He is focused on **how** much the plan is done and **when** it will be done. By these questions, however, he limits himself and his surroundings, until the task is not mastered.

The leader asks different questions that work of manager puts in a different light. These questions start with **what** are we doing and **why**? Questions **WHEN** and **HOW** give a just an interim information, **WHAT** and **WHY** give us answers.

Further explanation of these two persons gives us a sport example again. If the leaders starts the race and gives it pace and direction, he is often alone in his first steps. But he is not afraid to jump off alone and he is never looking back. For others it is often misunderstood in the early stages, and it testifies about the rarity and value of leader, but he is not looking around, he is focused just on a goal and in each steop is accelerating even more. Manager is someone, who needs to know people first, than he can manage or lead, but he or she is not alone at a start.

If person is worth of following and appeal to people by his actions and vision, the first few followers will be adds. Hunter (2013, 16) clearly and bluntly says that if nobody follow you, you are not a leader. Your followers will prove that your vision is right and then together built a solid foundation. New people, as a result, are following the followers, not just the actual leader. Other people now understand **WHY** they actually do that.

Now, when the leader finally looks back, sees enthusiastic people who share his vision. This is an example of the greats in our world. As a role model I choose the genius of Steve Jobs and Apple Inc. His passion and vision raised the company into the limelight, interprets Hunter (2013, 77).

The manager always has to worry about the goals and duties, and if he is also a leader, tho whole company knows where it is going. Hunter (2003, 16) in his book submits that planning, budgeting, organization, tactics and strategy is in content of the manager's job. You can be a good manager but a terrible leader. He said that met a lot of capable managers who would be terrible leaders and conversely many great leaders who would be utterly incapable managers.

## 2.2 Coach

Now I will take a closer look at a coach as a model for the modern manager as I described in the first chapter. This is a person who helps fulfill the potential of people and thereby society and companies. For these subjects is essential quality of decision making, which results in achieving the goals and provides the successful moves. The coach is assisted them to find their strength, develop them and focus them to the correct direction. The role of the coach is to create a safe space for growth of clients. First, he helps them find inhibitions that hold them in the comfort zone. And then, due to detached view, gives clients the opportunity to grow and realize what the next step to success is for them. (Whitmore 2009, 21)

The coach realizes that everything we are looking for and what we need to succeed, we already have in ourselves, somewhere deep inside. There we find all the answers we seek. He helps us focus our attention on the potential thanks to view that is completely new and original for us. Whitmore continues (2009, 22) that in connection with coaching we can hear about concept of finding distractions that keeps the client away from the fulfillment of potential. And then he or she needs to realize that it is a step forward.

Whitmore (2009, 22) argues that the coaching is about positive change, learning and finding ourselves. It helps to find the motivation and personal growth. Whether acting individually, or for more people, model of coaching successfully lead anyone who just desire. That fact is supported by knowing that the phenomenon of coaching has been in our society for millennia but at this time it is seen as one of the most critical aspects of personal freedom and happiness.

## 2.3 Mentor

At the beginning of every journey, voyage and change, we always feel uncertainty and fear. But it's a very natural human quality. Often these feelings are based on fear of the unknown. We live in a comfort zone and everything beyond our familiar environment raises doubts in our mind. Will we learn what is essential, necessary, and in realistic time frame? This is one of the questions that mentor will help us with, assures us Yager (2008, 161).

Mentor is someone who guides us through this obscurity until we gain confidence for ourselves and our horizon will be wider. Yager (2008, 160) explains, that mentor is a person who knows how do you feel. He exactly knows what it is like to be at the point where you are, because whe stood there too. Today he is a bit further and paved the way

for you. He knows every stone along the ways and leads his followers to place, where they want to be. What I believe is that if a follower, maybe the successor wants growth and to be creative, he still has to be creative and be the original, not just a copy of his master.

Mentor helps to overcome limitations, think better, to devise a strategy. Kiyosaki (2011, 25) is talking in his story, that mentoring is part of any human activity but we even do not think about it. In music, art, sport, craft or entrepreneurship mentor is appreciated figure. Mentor has admirable knowledge and even Kiyosaki is blessed to be in contact with him several times a day. The author himself said that in leadership and investing has not come up with many great ideas. That is why mentor is such a key person.

However, I am still convinced that it is always a good to act pursuant to voice of your heart and think out of any advice you have chosen. Mentor is not here to make every follower just his perfect copy, but to bring a new wise perspective on the challenges that stand before them.

### 3 PERSONAL DEVELOPEMENT

If we ask people on the street, whether they are happy or if they would like to change something, maybe on themselves or in job, most people would choose the second option. Growth and change are natural in all of nature and man is no exception. Developing is the life process and as an influential person, on whom others rely, we would have had support it, not hinder.

In nature, water, soil and sun support the growth of plants. In the human personality are different factors that do that. Most often these are the people we know and with whom we interact and the books that we read and create our thinking and fantasies. Today we could raise that young and promising people, unfortunately, in my opinion; books are replaced by television and other types of release. However, to our mind constantly flow data and they are written. Petr Štěpánek (2014) even stated his opinion that today's young generation is, in some ways, “degeneration”, because it's often lack discipline and understanding of the properties such as honow and commitment.

So here comes the part where we as a human have room for growth. Nice analogy brings in his book Earl Nightingale (2010, 42) which says that the information that we receive are critical for our development. Our conscious and subconscious mind is like a soil, where we plant seeds. If we regularly care of them, they inevitably bring us fruit. But he points out that the result of such behavior will bring us always plants and we should very carefully consider, whether we sow the herb or poisonous plant.

#### 3.1 Tools of Development

Change and transformation of internal atmosphere we can support in different ways of tools. I will focus on the specific methods used by a numbers of companies and entrepreneurs around the world. These principles are proven by millions of people and therefore deserve increased attention from people longing for real change.

I will here present procedures that are also part of my transformation as a young entrepreneur and general advices and views that were provided to me from my leader and mentor. Earl Nightingale (2010, 121) compared this subject to existing of mushrooms. He claims that people should act like a mushroom, which is soaking up informations that are beneficial for achieving their goals. He highlights that we do not have to waste years of time repeating the same mistakes of predecessors and reach our goals surprisingly quickly. He adds that we should be patient and believe that the information that is given to us came at the right time and now it is up to us and our actions when dreams of ours become reality.

### 3.1.1 Conferences

To me, the most effective and absolutely essential instruments of growth are events which we personally attend (conferences, seminars and trainings). Places where we can feel the atmosphere of people who are filled of excitement and knowledge. Very inspiring and popular are the conferences where successful people share the values and principles that help them to be successful. However, the biggest inspiration we find in story, in which guests describe the unique path that they walked. The difficulties they have faced and circumstances that stood in their way.

During such a listening people realize their uniqueness, but also very often find parallels with their difficulties and they see that someone gone through. Therefore, that is very good investment to their own growth and if our leader or executive recommend such an event to his employees he will support the team spirit too. And not only that, he also shows the vision of his or her and the whole company.

### 3.1.2 Consultations

For a very effective I also consider a personal consulting and time spend with our leader. This is the essence of coaching and mentoring. To discuss in person specific things that can move us on or that perhaps are blocking our growth. The important thing is that leaders are during the consultations leading their people to look forward, not to the past, which we have no power to change any longer. In the practical part the specific relationship between a successful leader and his coach will be set.

### 3.1.3 Books

Reading of books is also very natural to mankind and nowadays just shows us how important the reading for our growth is. Young people are a relatively neglecting this source of information outside of study requirements, but in the books is hidden wisdom, that is irreplaceable.

With every leader I have ever met, I was convinced of the importance of reading for leaders. Most impressive asset by Yager (2008, 102) is, that for calculable price we are getting an incalculable wisdom and expirince of great people. We can read a book that covers the lifelong story just in a few days and that is very effective. I think this is the right attitude we should have, shouldn't we? It is the respect and curiosity to mind process of visionaries of our society.

### 3.1.4 Tapes

It is said that experience is the best teacher. I would shift this phrase as a Yager (2008, 110) claims, the best teacher is an experience, but someone else one. In our growth it indicates an interesting shift because it saves us time, energy and frustration. I know, that is one of the best lessons, but still it takes time. Yager (2008, 110) continues, that in nearly fifty years of business experience he listened to hundreds and thousands of recordings of personal growth. He compares it to a coat. When we put it on before we go out in winter, it will protect us against the cold. This flow of positive mindset maintains us in right attitude.

He (Yager 2008, 111) continues with the example that he does not think about it now, because it is an integral part of his life. He mentioned that right after stepping into the car the audio system automatically starts to play. He is aware of the fact that every single moment we decide whether we will be thinking positively or we will be influenced by the outside world. Anyway it will shape our personality. That is very important lesson and I took it as a principle of successful thinking.

Actually, the nice picture I would like to pick up and that is corresponding with Yager's ideas, is a view of Nightingale (2010, 122) about recordings, because it gives us an explanation of how to work with them. To pick up the wisdom of the recordings those were recommended to us and listen to them periodically. And do it as often as possible. With every listening we will be amazed how much we were missed for the last time. According to him, the explanation to this fact is that human attention is focused on a certain idea and then it is not concentrated on that following one. Upon further listening the listener does not get stuck in the same idea and he or she can listen to what immediately follows.

## 3.2 Importance

Stephen R. Covey (2004, 36), one of the most respected people who talked about the need for growth and change, wrote that human life consists of successive stages of growth and development, we go through from birth to death. The child learns to turn, sit, crawl on all fours, walk and eventually the stand. Each stage is important and takes time – and none is necessary. This is the case in all stages of life, in all areas of development, whether it would be learning to play the piano or communicate effectively with colleagues at work or school. It will be the same for individuals, married couples, families or organizations. This principle of process we know and respect. And we have to understand the same thing



common in emotional sphere, the sphere of relationship, and even in terms of human character.

Personal growth is in my opinion the most important part of the development of society. Yager (2008, 88) provided that each wall is made of bricks and every one of them need to be sure that is where it belongs. It fits like a puzzle into place, and finally creates a stunning image. Successful managers and entrepreneurs are building these walls too with their people.

“Our mind is not fundamentally positive or negative. It is a space where we constantly spill over negative and positive thoughts. Once drives us positive atmosphere, next time the depression or doubts are trying to control us. But we have a choice and I chose to spill all the negative thought of this vessel” (Yager 2008, 67).

## **II. ANALYSIS**

## **4 VIEW OF LEADERS AND STUDENTS**

### **4.1 Aim**

This part of the thesis was written for the purpose of a closer look at coaching and mentoring in the practical world of entrepreneurship and management. There will be expressed opinions of people who have met with coaching for the very first time and they will evaluate their experiences. Also, it is included of views of people for whom this topic is part of everyday life and it will be interesting to see how opinions on the matter from the prespective of theory differ and practice will be.

I will look closely to the views and attitudes of people who are at opposite poles in leadership. The first group is leaders, whether managers, coaches or leaders in the world of entrepreneurship. The second group is students of Tomas Bata University in Zlin who expressed interest in coaching and completed a course of the basics of coaching during the studies at FaME.

My goal was to get know better, how the both groups will characterize themselves and what recommendations will bring. And find out, how students and managers look on an education of coaching skills and development. I believe that these views will be interesting and useful to the reader and that they will determinate to boot these practices into you life.

### **4.2 Ethics**

After selecting the appropriate respondents and voluntary consent on the past of task was to fully explain why this work is created and what I would appreciate from their part. I mentioned the topic of my work and the essence of what would this part of the thesis is and impotent it is for me. Personally, I find it very beneficial part for me as a student and also for the respondents and readers too.

If interviewed persons wished, I offered them a feedback and writing of the most important results of the work. Thanks to their permission, I will also interpret observations directly from respondents, especially leaders who bring a view of the current situation. These quotes will explain the within settings of them and insight into their thinking.

### **4.3 Characteristics of leaders and students**

Now I will anonymously present two groups of people in my research. For leaders I will particular mention the position and leadership experiences, likewise with the coaching and

mentoring and how they use them in their professional activities. On the other hand, in group of students I will be primary focused on attitudes to the coaching in the field of management and benefits of attending lessons, which were given to them as an opportunity to experience coaching in person.

#### 4.3.1 Leaders

For the first group, I focused on a variety of professional skills to mention helpful ideas for any area for which it is essential to work with people. I focused mainly on the quality of the people and answers, rather than on a large number of respondents of leading people. I finally found a match with six of them who gave me their time and whom I thank for their willingness. They are a **personal and sports coach, a successful entrepreneur, a motivator, a real estate broker, a start-up owner and an owner of a publishing house.**

All of them are focused on a leading people because of coaching or are a part of mentorship for workers. A few of them are a great example of combination of coaching and mentoring, and show us the new trend in leading people in real business.

#### 4.3.2 Students

Students in practical section of my thesis are those who have completed a course of coaching at Tomas Bata University in Zlín and they want to pursue managerial positions in various companies, ie the daily work with the management of people. Everyone had the opportunity to taste the methods of coaching and experienced them personally. This was achieved though personal appointments with teacher of this course, Mrs. Alexandra Hubáčková.

Thanks to these experiences their opinions are very significant to me and that give me a good look at possibility of coaching in real life. Still, they are just opinions, not experiences compared to the first group, but these topics are essential to the education of future managers and the view of young people to these positions.

Students were selected for a total number of 10, but not everyone had the opportunity to find time for my needs at the time of processing my work. Seven students, however, is enough for giving me clear view of their opinions, which are very much the same in fact. But very original were recommendations that they came up with and I like the arguments that prove their opinions.

#### **4.4 Why an interviews**

The next task was to figure out the best channel through which we connect with the interviewees. I was wondering how to most effectively connect with people from both groups to fully understand their views and attitudes. Because not everyone lived in my vicinity or was very busy, we have always agreed on one of three options. The best was a personal meeting, but knowledge of the interviewee was also the most time consuming. The second option was calling via the Skype client, which enabled me to calls to people outside the Czech Republic. I can mention that one call was to Great Britain. If even that was not possible, I asked respondents to fill out a prepared report which included most important questions. There has been very helpful Mrs. Hubáčková, thanks her I had an opportunity to contact absolvents of the course of coaching who were willing to give me their time.

#### **4.5 Questions and answers**

At the beginning I needed to compile questions that will be the most interesting for my thesis. Both groups were asked four, respectively five questions that reflect their views and suggestions for effective leadership and personal development through coaching. These answers were surprisingly very different and I will go through all the possibilities that were given. Results are also important because of the range of participants and their knowledge of coach and mentoring.

##### **4.5.1 Students opinions**

My first question to students was heading to introducing themselves, their studies and goals of these young people. Whether their studies fully met the expectations with which they went to collage and especially where they are going and where they see themselves in a next few years.

An interesting was that each one respondent wanted to work with people and lead them. The results of this interview thus shown that students who have completed course of coaching were motivated to appple this method in future career. We have to look at this, because these young people are potential new leaders and dealing with people will be the biggest part of their everyday work. Very important for them is the environment which they would like to work in too. The greatest emphasis was placed on encouraging atmosphere, motivation to exercise and creativity, ie the possibility to come up with their

own ideas. These responses correspond to the first chapter of my work, where I introduced the most successful companies that are open to new ideas and coaching workers

The second question in order was focused on view on the elective course of coaching at TBU. Specifically in its contribution, and if graduates considered it beneficial, why it is so.

During the answering to this question were visible on all student verve and enthusiasm. They agreed that the course was extremely interesting and helpful from multiple perspectives. Everyone told me a totally different opinions and that is why I asked them to tell me about one that is the most influential.

The most responses mentioned the personal meetings with coach that were offered during the course. In one hour they were given the opportunity of session with coach who can listen and help them. Students often talked about the fact that the character of the coach was almost invisible and they come away with a great attitude that the answers to their problems they found themselves. Not that anyone told them what to do, but that they have developed potential that they feel within themselves.

Another interesting response was certainly teaching principles of self-coaching. This kind of coaching is an interesting method, where we listen to our heart and soul and we find the direction we want to go inside. Nowadays self-coaching is increasingly popular; however in my opinion, is very difficult method. The principle is that everyone can ask questions that move him or her to the answer. I believe that everyone, who can operate with this technique, increases its prosperity and internal enthusiasm, which is so vital.

Generally, students liked principles and methods of coaching, which help better endurance of stress, emotions, brings an original perspective and problem solving. Great were also aspects of increasing motivation and the understanding for others. These properties I consider crucial and one of the most important characteristics of a good leader and manager.

My next question was whether and why graduates would recommend this course to add to the compulsory subjects of management department at universities. This question I mentioned because of this course is in great demand and just the handful of student gets an opportunity to sign in. I also think that it is one of the most practical courses that will be in future sought and regarded.

It really was not surprising for me that responses for this question were so different and each person has introduced an entirely convincing argument why they support this idea

or not. I also have to say that after hearing all the experiences and views, I was able to create my own statements. This question came later with the leaders, so it will be interesting to watch the differences and similarities of responses vice versa.

From the interview that I did was revealed that 6 of 8 graduates would not recommend this course as compulsory. This answer is not negative at all, because the reasons stated were understandable and opened the door to more conversation.

One of the positive reviews sounded like this: “The offer of courses is rich at our faculty, but mostly related to the financial field, what is obviously good. But courses that prepare students for stressful situations at start of careers or what decision to make is poor. To answer the question, I would recommend this type of courses with any doubt.” In this response I agree especially with the opinions about practical part of studies. This course is very intensive and this claim to justify statements of students from previous answers.

On the other hand, there are answers that encourage rather the opposite view. “At first glance it looks quite nicely but when and subject is mandatory, vanish all of the atmosphere. In coaching it would be shame because the course would be full of people who want or do not want it at same time. In this lesson is very important of fellowship of students and not all the students are capable of that.” On this argument it is seen that graduates who highly appreciated the time that they spend with a small number of mates or in best scenario, just with the coach themselves. Quality in this question is certainly over quantity.

My opinion is such a compromise. Both sided have some convincing arguments, and therefore I believe that if we take the best of both, it turns out a similar solution. Coaching certainly belongs as a subject at college. Especially in fields of management and leading of people directly involved. Thanks to the fact that the coaching and mentoring is increasingly popular, it would certainly be good advantage for the future applicants for these positions be aware of these techniques.

As regard the obligation of the course, I am more skeptical. For sure I would offer this course more often and also for students of humanity faculty.

Last, but certainly not least important, is the question of the link between management and the art of coaching. Do students believe that it would be efficient for the manager be good coach too? And how they will argue?

The answer, which was very positive and that I can identify with, was like this: “Nowadays leading is moving from classical managing of people to the leading, that in my

opinion, heading to the coaching in the best scenario. I am not saying that the manager has to stop being a manager and become only a coach and that coaching should be introduced in all companies, but good manager should be able to coach people, if we are talking about leading his or her subordinates.

If the manager is able to motivate his people and to help them develop and show them ways to do this by themselves, there is no room for doubt whether the manager should be a coach and mentor or not. Results afterwards speak for itself.” In this response were even a few points that I have mentioned in the theoretical part and are therefore confirmation of these assumptions. One of the graduates, who is already working in job even confirmed that he is witness of manager, who is very capable coach that listens to his team members and he does not need to use micromanagement.

Consider, however, also the other side of the coin. Only three respondents did not support this idea. In the following answer is mentioned the uncertainty if the manager prove to be a good coach and whether it would be more appropriate to use for this work professional coach. “I do not know whether it would be effective. In most areas it will be a nice asset, but it will not be decisive. A good manager must have a spark that ingites, inspires other people. It would be good to train and help newcomers too, so rather to be a good mentor.

I see a coach rather as an externalist for managers and employees with potential for development.” Here is manager shown as a good mentor, with which I certainly agree. This is another confirmation to theoretical part that the line between coaching and mentoring is very thin in modern concepts. Personally, I am big believer in coaching, but for manager is critical to understand the mentoring too.

#### **4.5.2 Leaders opinions**

Now let's look at the answers of people who are already coaching, mentoring and have rich experiences with leading people. I was interested in view to coaching as a part of the management and the similarity or differences of opinions from the first group.

To characterize themselves in the first query I asked leaders about the area in which they operate and what is the scope of their daily work.



I will mention here the answer of the coach who lives in Bristol, United Kingdom. He introduced himself by follows: “I work as a coach of personal development for entrepreneurs. I help people who want to live fully and cool, discover and exploit his or her potential to achieve personal and financial freedom in life.” I think it is very nice definition of what it means to be a coach who works especially with entrepreneurs. This answer brings out what is important to these clients and what coaches can offer. According to his own words, he is working with a collective of executives or entrepreneurs. He himself has his own interests in MLM, which I characterized in the chapter 1.2.2. There is interesting linking of corporate world and business world.

Coming out the title of the work, I wanted to verify whether it is really relevant for successful managers and leaders to lead their people to personal growth and how important this subject is. And how important that topic is for their client from executive positions.

The responses from all five of the respondents clearly support my point. Neither doubts about the need for personal growth to creating a prosperous environment in the collective. As one of the positive answers that best illustrate all the reviews, I picked this: “Of course, it is essence without which it is not possible to move on in life, to achieve our dreams. Through personal development we can achieve anything and everything is possible, no matter what our starting position is.”

I dare also to provide answers to one client who successfully led his company: “The continuous and lifelong personal growth is a condition for everyone in the world to live a balanced and fulfilled life. This is a vital part of everyone's life, at work and at home too.” Answer of this client connects us to take context of growth in the work and personal live. It is principle that is mentioned on the example of Mindvalley in the middle of chapter 1.2.1.

If you are a coach or mentor, it may seem that you already know everything and you are perfectly controlled. However, this is not a true and this assumption is answered in my third question.

All six leaders, whose ideas I present here, confirmed to me that they have a coach and a mentor. It is interesting from the point of how a wide range of professions are included in my research. To be honest, not every entrepreneur and manager has the opportunity to have a coach, but I observed the contribution of these people on interviewees.

What for these figures mean to have a coach? First of all, it helps them to use their own potential and supports them in achieving their goals. What is also very beneficial for

those people that coaching and mentoring pushes the boundaries of possibilities that they feel for themselves. .

Now, I would like to present a few ideas directly from the author of answers and then comment it. "I have my own coach. He is a mirror for me and gives me a feedback, leads me and he helps me to take a more constructive view. Everyone who wants to be successful and achieve something needs to have mentor and coach." I believe that every person has a response within and knows the recipe for our life the best. "I refer to my coach whenever I feel that I do not know what I should be focused on. What is my priority and he always adds energy to my life. In short, when I need to organize ideas, I call him. It used to be 2 – 3 times a year, when we plan my next year and my priorities. And then, over the summer we do a revision of what I have achieved and what still needs to be done." Someone is in contact with his or her coach three times per days, someone just a three times a year, it always depends on priorities and interplay between these two.

Because I can support idea of having a coach and mentor, I will add my own experiences. Nowadays, people are faced with so many distractions. Whether it is our hobbies, sport activity or anything else, they deter us from action that leads to success. Because of that, I talk with my mentor on a weekly basis consultations when we discuss everything that I found interesting during my last week and we go through the most important thoughts I have had. These consultations always keep focused on the future and what is important for me to do and what is in my power to change.

Now it is the time to look at the penultimate question I asked leading figures. I was wondering whether there is a direct correlation between successful manager and coach. And whether respondents thought that it would be effective to be a good manager and coach in one person. When asking this question I was aware that some interviewees are directly figures that represent this combination.

Similar to studying young people who looked at this point just theoretically, the answers were different from the leaders. It is mainly because the understanding of the position of manager and to his tasks and duties. Not everyone supported the idea of manager as a coach and in their opinions; it is question of concrete companies. If a model of company is oriented more on process of production, people are having inclined rather to use coach as a external and manager sees as a strong and authoritative leader. This issue is

very well described in the book by Gary Hamel called “What Matters Now” and I would to recommend this book to all managers that have such a company.

The opposite pole of the responses, however, has taken a majority of respondents, more specifically five of six. They can imagine manager as a very good and also very effective a coach. Now let's look at the most interesting responses that I received. “Capable coach can lead people to use their own internal resources – in the form of potential, talents, abilities and skills. Manager, on the other hand, can maximize the performance of his or her team.” I can agree but let's look at another answer too. “The question is what the manager expects from his or her team. I believe that in 21<sup>st</sup> century a good manager has to think like a leader. Manager would primary be a leader, a man who allows his or her people on the team to grow and thanks to that he will grow too.” This response showed the disparity between a manager and a leader, as I explain in the theoretical part in chapter 2.1. and how effective it would be if we mix the characters of these two into a same person. Time has really moved and a entrepreneurship in the twenty-first century is aimed primary at people.

The very last question I formulated to leaders alike student. Actually I wanted to know their view at education and coaching as part of a study of managerial disciplines. Not all of the respondents completed such a study. And because of that the answers were very interesting and I take these observations as inspirational stories from the successful and influential people.

Again, I was expecting varied answers, but all six leaders gave me a clear and inspiring answer to question. It is interesting that students were rather pessimistic, people who are a few steps away this proposal would certainly support. I must mention in particular two answers to which, as always, I added specific reasons. “I believe that coaching would be a very powerful subject because such managers would enter ready to the leading positions. Today, a lot of excuses from managers are that that do have no time to coaching people and they do not see a benefit. If coaching technique was part of the study, future managers in the professional life would already enter and to be ready for coaching and it would definitely be not wasting of time.” In particular, I agree that the outline of coaching would provide a different view for the most people in management and who else than young people should bring new positive wind to the management. I know that during the hectic life on managers and executives companies there is no time just to try applying the new experimental techniques, but if a newcomer to this position is capable of

coaching, the situation would have improved. Because of that it seems to me as an effective way.

“Coaching is such a broad term. There are many methods of coaching and some of them, such as NLP would certainly be beneficial to include them even in elementary schools. Universities, especially with focus on management and business, would really add courses of coaching to their portfolios.” This proposal comes up from author who I know is a coach and has a child in the first years of primary school. In her words, that kid brings a lot of inspiration for her professional coaching meetings with influential clients. Which I think is very valuable confirmation of the fact that we should be open to coaching and we at least should give it a change.

I have to say that children are a great inspiration to me too. They do not have dogmas that are common for mature people and they are full of encouragement.

## 4.6 Results

After completion of all interviews, which took me a quite a lot of time and study, the time has come to evaluate the results. I dare to say that what person, the unique opinion, but at certain points people coincided and that made me come to these results and conclusions.

Students aiming for managerial positions, who had the opportunity to try coaching, were open to the idea of greater implementation of this method of leading in the company, which would like to work. Managers, thus possibly themselves would also like to see as largely capable coach and mentor, but this is not a rule. Furthermore, I also pushed the idea of coaching courses in the course of study from the perspective of the students. Graduates are very thankful for this course and for those who take this field seriously would recommend coaching course. There is, however, the question whether it would be possible for more people to fully offer these lessons and whether such course should be offered voluntarily or as a compulsory subject for study of management. It brought students a new perspective on coaching, possible effective leading and to one they have been especially grateful for appointments directly with the coach. That is why our university has its place and potential in coaching.

As for the leaders, those we first introduced and I think that all of them gave me the original look and I am grateful for the time shared with them. Growth of personality is central to my work and I was glad that claims about its importance have been supported by people who very effectively lead their people. This is not only because of working attitude, but enthusiasm for life and creativity that surely every good manager and leader

appreciates from subordinates. Given the range of professions was gratifying for my to find that all six of the respondents have their mentor and coach. What better defense of this idea we could only wish for. It was also very interesting insight into the cooperation of the people with their own coach, which was presented in a specific situation of this relationship.

Leading figures supported the coaching courses during the study too, but from different looks at how to implement it. The most interesting sight was the coach that these principles already introduced into the circuits of raising children in primary schools. At the university, especially focusing on the corporate sector and management, these courses would have added even mandatory. I think that for understanding is need to by look at the results that these people have and then taking into account their experience. After all, working with people, negotiating and motivating subordinates and others around is is crucial for any manager and for any person on the world, how it is saying Dale Carnegie (2008, 19). The more efficiently the university graduates saccede to this knowledge, the more recognition they receive in their position.

## 5 RECOMMENDATION

By studying the topic and completing the analytical part I am glad to give my recommendation for those who will actively participate in the management, or whoever who wants to be more creative, positive and happy. I believe, however, the dealing with people is an integral part of our lives and therefore affects all of us.

Whether it is for future entrepreneurs and managers of small or large companies, methods of coaching and mentoring seems to me to be very effective tools to help develop the potential of both individuals and whole companies.

I believe, and both parts of this thesis proved, that the growing popularity of a trend line of using a coaching will not stop, on the contrary, growth will continue to escalate. New business ideas such as start-ups and multi-level marketing give space to creativity of individuals and I believe that this mood on large scales brings a positive change to the classical corporate world. Generation of new managers would in my opinion endeavor as much as possible for personal and professional development for them and their followers too. In this regard, however, such a leader has not to feel worried about their position because of new perspective employee.

To people, who want coaching, leadership and personal development to devote in person or just taste of what it's like to be in an encouraging environment, I would recommend multi-level marketing. Of course, I would be very cautious and start just a partnership with quality companies, which put interests of the people to a forefront in their business model and not just owner's ideas on earnings. I myself thanks to this environment that has changed my heart and my inner atmosphere, and work to win the so-called "Inner Game", which I have described.

Those, who are at least a little intrigued by subject of this thesis and are deciding internally, I would recommend books and conferences focused on personal development. Titles in libraries are numerous and accepted the word of entrepreneur and coach with whom I consulted these topics that books have the power to change people and the atmosphere of encourage will bring a fresh and inspiring look at others who fulfill their dreams and share their hearts and values, not ego and results.

## CONCLUSION

I firmly believe that this work has brought answers to key ideas around which the chapters were encircled. We learned how huge the opportunities of coaching and mentoring in world of today are. They are also essential components for effective managing of people by using the personal development as a priority. Possibilities of personal and professional growth, together with creativity I consider as a major motivation of a young people, who will lead others.

In the theoretical section I explain concepts terms such as leadership, coach, personal development and more. Thanks to views of several authors has been understand the principles that they embody. By specific examples of companies and corporations with a focus on people development I have shown that these models help the atmosphere and enthusiasm of team members.

The analytical part brings us very interesting insights from coaches, managers and entrepreneurs. Time spend on this research was very useful for me, because I have learned lot of new information and I hope it will help someone to change his or her life too. I truly believe that this work has that potential as an every reader has. I also received expressions of a handful of students who were met with coaching through the university for the very first time. Together, these groups came with their original proposals for throught. This fact alone underscores how these methods help creative thinking and concurrently the development of companies and the society in global.

The theme of this work was to develop the full potential of people using their personal development and leadership with help of coaching and mentoring. Thanks to perception of leading personalitirs from the books, it is certain that the understanding of the position of manager is dynamically changing and a view on principles of effective coaching as a tool is obvious. On the basis of my research has been shown how young people look at leadership and that their ideas and principles correspond to a desire to express the personality.

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## **APPENDICES**

P I      Questionnaire for Research (version for students)

P II     Questionnaire for Research (version for leaders)

## **APPENDIX P I: QUESTIONNAIRE FOR RESEARCH (VERSION FOR STUDENTS)**

Please, take your time and write down your opinions about these topics.

- 1.) What field are you studying and what kind of job position you would like to have?
- 2.) Do you consider a course of coaching beneficial? If so, what was the most important?
- 3.) Would you recommend similar sources to be included to the subjects that are compulsory in your field of study, why?
- 4.) Do you think it would be effective for a good manager to be a capable coach, why?

## **APPENDIX P II: QUESTIONNAIRE FOR RESEARCH (VERSION FOR LEADERS)**

Please, take your time and write down your opinions about these topics.

- 1.) Could you be so kind and introduce yourself to the readers?
- 2.) Do you consider personal growth important for you and your clients, co-workers, why?
- 3.) Do you have a coach and / or mentor? If yes, what is the most beneficial for you?
- 4.) Do you think it would be effective for a good manager to be a capable coach, why?
- 5.) Do you think that coaching as a subject already at university would be beneficial for the future executives, managers and entrepreneurs?