

## REVIEW

**By:** Prof. Dr. Tsvetana Aleksandrova Stoyanova - Department of "Management", UNSS - Sofia, scientific specialty "Social Management", professional direction 3.7. Administration and Management

**Subject:** Dissertation work for awarding the educational and scientific degree "**doctor**" field of higher education 3. Social, economic and legal sciences, by professional direction 3.7. Administration and Management

**Reason for presenting the review :** participation in the composition of the scientific jury for the defense of the dissertation according to Order No. 3-RK-123/20.02.2024 of the Rector of the NBU

**Author of the dissertation :** *Elena Hinova – McNamee*

**Dissertation topic :** *"Successful Leadership - Concept, Factors and Coaching for Developing Leaders and Teams"*

The review was prepared in accordance with the Law on the Development of the Academic Staff in the Republic of Bulgaria, the Regulations for its Implementation and the Ordinance on the Development of the Academic Staff at the NBU.

### **1. Significance of the researched problem in scientific and scientific-applied terms.**

Without a doubt, the topic of leadership and the development of successful teams are relevant and relevant to management theory and practice. The human factor has always been at the forefront of achieving organizational development and sustainability. More and more attention is being paid to innovative approaches for assessing the knowledge, skills and competencies of human resources. In this sense, the chosen research problem is directly related to the challenges of management in a multicultural environment, as well as to the lack of a clear and precise theoretical framework on the research problem. Emphasis is placed on the interpersonal change of leaders and leadership teams for sustainable organizational success.

### **2. Precisely formulated objectives and tasks of the dissertation.**



The dissertation has a clearly defined structure, which is already predetermined in the introduction with the justification of the relevance and significance of the problem, the extent of its research, derivation of the main thesis, working hypotheses and recommendations for future studies. The purpose and tasks, the subject and the object of the research are correctly defined, the main thesis is specified, and the limiting conditions for its proof are correctly defined. The total volume of the dissertation is 319 pages, of which 254 pages are the main text and includes an introduction, three chapters, a conclusion, scientific and applied contributions, bibliographic reference, appendices.

The purpose of the dissertation is formulated correctly and is specified in 5 research points **tasks**:

- To **analyze leading theories** in the field of leadership, coaching , personal and interpersonal change.
- To explore **the personality change** of two leaders who work in two different cultural contexts.
- To examine **the interpersonal change** of a management team and how it affects the organization.
- To explore how coaching , as an approach to personal and interpersonal change, **accelerates** this change.
- To reveal **the importance** of leaders' personal and interpersonal change of leadership teams **to improve company results**.

### **3. Degree of knowledge of the state of the problem and correspondence of the literature used.**

The author knows in depth the problem and the scientific apparatus in the researched area. It is noteworthy that along with the traditional concepts of leadership, it also presents new ones based on commitment and loyalty programs of a new generation. The goal is to create an optimal experience system in which to examine the power of impact of internal versus external motivators, as well as to observe the impact of a number of new tools on the behavior of leaders. In direct connection with leadership, theories of personal and interpersonal change are also explored. The specific characteristics of coaching as an approach to personal change leading to success are indicated. Concepts are used correctly, logical contradictions and statements are not noticed. The achievements in the scientific literature related to the types of coaching , its relationship with organizational development, the differences with other types of help modalities are presented comprehensively and in a broad overview. This is evidenced by the use of



89 literary sources in Cyrillic and Latin. The author's opinion and critical scientific thinking clearly stand out in the entire development. There are no gaps in language and grammar. The dissertation is written in a scientific style and a free handling of scientific terminology is evident.

#### **4. Accuracy in citing a representative number of authors.**

Literary sources are correctly used, according to the accepted requirements for citation in scientific publications.

#### **5. Availability of a substantiated and developed theoretical model of the study.**

Based on the comprehensive theoretical review of leadership theories, the author derives the concepts of successful leadership and success zone . In the context of personal change, it explains energy, emotions, and consciousness from the perspectives of neuroscience and quantum physics. Considered coaching as an approach supporting the leader's personal change. He believes that the main approach for personal and team change is the holistic one coaching combining the energy coaching of the leader with the use of knowledge about how the brain works. This approach is also combined with team coaching for organizational prosperity. In summary, it can be said that the doctoral student knows the state of the problem well and analytically and creatively evaluates and interprets the overview-informational material.

#### **6. Correspondence of the chosen methodology and research methodology with the set goal and tasks of the dissertation work.**

The chosen methodology corresponds to the goals and research tasks set by the author. In the dissertation, an analysis and synthesis was applied in building the leadership model, the object of the study. In addition, there is a study of objects, problem situations, relevant situations, justification of classifications, systematizations and emerging problems. The approach for comparing and contrasting objects and tools, the case approach, is widely used. There are numerous generalizations, judgments, and formalizations. The methods of induction and deduction were used for the transition from the specific to the general and back to the specific in the creative realization when creating the model. Of the quantitative methods, the "Success Matrix" and the "Energy Leadership Index" were used. The methods of data collection that the author used are interviews and talks. All these methods allow verification of working hypotheses and sub hypotheses.



## 7. Availability of own contribution in the collection and analysis of the empirical data.

I consider that the collection and analysis of empirical data has been carried out personally by the author, with scientific precision, accuracy, criticality and credibility. All this provides a good basis for the analyzes made by the doctoral student and the conclusions and results achieved in the scientific research. I especially highly appreciate the approval of the model in two international organizations - working in the field of the chemical industry and a manufacturer of medical devices. The research itself covers the period before and after coaching the leaders and tracks the level of their motivation and commitment in these two organizations. The results show that a significant part of the participants' attitudes could be significantly influenced by means of the applied behavioral, cognitive and emotional influencing tools and that coaching leads to the improvement of a number of company indicators and to a more complete achievement of the companies' internal goals.

### Description of Contributions:

The dissertation contains a number of propositions, ideas and proposals, which can be grouped into two directions: contributions of a scientific nature and contributions of a practical-applied nature.

#### Scientific:

- The theoretical statements related to leadership are studied, evaluated and summarized. Tracked is development on leadership theories from the classic ones to the new ones theories and the existing ones trends in this one area. On this one based on this, the author derives his own working definition of **successful leadership** .
- neurobiological underpinnings of optimal experience associated with successful leadership are explored and evaluated and summarized . On this basis, **the author introduces and defines the term "zone of success"**.
- leadership coaching and its impact on personal and interpersonal change of leadership teams and business results is made.

#### Practical-applied:

- Taken out is author's **essential model for coaching on leaders and teams (CORE Model ©)** . This one model no is linear and descriptive formula for success. The focus is on personal and team change as a holistic process adapted to the individual ones and the team ones



needs. The model interweaves in himself their approaches and philosophies, consistent with the essential nature of coaching and the science of neurobiology and is stimulating coaching the discussion directed to change of leaders and leadership teams.

- An author's methodology has been developed - **Matrix of Success ( Thrive Matrix<sup>®</sup>)** to measure the leader's current state against the "success zone". This diagnostic methodology is applicable before and after the coaching process of leaders and teams.
- Through the done in depth case study research on two leaders and leadership team, is presented good practice for personal and interpersonal change, accelerated through approaches coaching on leaders ( Executive coaching - EC) and team coaching . This in-depth research, covering qualitative and quantitative methods, brings out results achieved in real-world settings and the transferability of the approach in organizations of different sizes and cultures.
- Factors and approaches for testing in Bulgarian conditions the approach for personal and interpersonal change of leaders and teams for sustainable success have been derived and analyzed.

I consider that the mentioned points of contribution in the dissertation are the personal work of the doctoral student and show that she has in-depth knowledge in the researched scientific field. The developed author's methodology and the research tools used are proof that the doctoral student is capable of conducting independent scientific research and logically interpreting its results.

The dissertation is accompanied by a 45-page abstract. It correctly and sufficiently precisely reflects the content of the dissertation work. The most important points of the research are highlighted in the abstract . The doctoral student's contributions are accurately represented.

#### **8. Dissertation impacts on the external environment.**

In support of his research and as an expression of publicity of his ideas, the author of the dissertation indicates a list of 4 publications - 2 articles and 2 reports. Reports have been presented to international scientific and practical forums. The articles are in renowned specialized scientific publications. The presented materials do not indicate the use or citation of the work by other authors. Reviews in the scientific press, etc. are also not indicated.



**9. Personal qualities of the author (if the reviewer knows him).**

I do not know doctoral student Elena Hinova personally, and my positive impressions are only from the presented dissertation work.

**10. Opinions, recommendations and notes.**

I consider that the dissertation work has a finished look and meets all the requirements, therefore it would be difficult to find weaknesses and give recommendations. The achieved results, substantiated conclusions and proposals of the research in the dissertation work could be used as a guide in the development of models for personal and interpersonal change in other organizations as well.

Doctoral student Elena Hinova should continue her future research and scientific-applied activity in the field of leadership, coaching and personal change.

**Conclusion:**

In conclusion, it can be said that the dissertation is a comprehensive, scientific study on a current topic and contains scientific contributions in the field of leadership, coaching and personal change. The doctoral student knows and analyzes the literature on the subject, can formulate research problems, systematize classic and new theories and concepts, construct a research apparatus, conduct empirical research and substantiate proposals for the improvement of existing practice. The above gives me grounds for a positive conclusion that the dissertation with the title "*Successful leadership - concept, factors and coaching for the development of leaders and teams*" and authored by Elena Hinova - McNamee corresponds to the requirements of ZRASRB, the Regulations for its application and the Development Ordinance of the academic staff at the NBU, which is why I propose to the respected members of the scientific jury to vote "for" the awarding of an educational and scientific degree "doctor" to Elena Hinova-Makname in the field of higher education 3. Social, economic and legal sciences, professional direction 3.7. Administration and Management.

29.03.2024

Prof. Dr. Tsvetana Stoyanova:

Sofia

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