

**Czech University of Life Sciences Prague**

**Faculty of Economics and Management**

**Department of Management**



**Abstract of the Diploma Thesis**

**External coaching in the Czech banking sector**

**Author: Tereza Andresová**

**Supervisor: Ing. Richard Selby, Ph.D.**

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## **External coaching in the Czech banking sector**

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### **Externí koučink v Českém bankovním sektoru**

#### **Summary**

This thesis has two major purposes: 1) to define criteria on external coaches in the Czech banking sector and 2) to demonstrate how looks a selection process of an external coaches in individual banks. Data for this research were obtained through semi structural interviews with employees of seven chosen banks operating in the Czech Republic. On the basis of the results of this research, it can be concluded that several banks have similar criteria and selection process of external coaches. The similarity or dissimilarity of criteria and selection processes mostly depends on the size of the particular banks.

**Keywords:** External coaching, Banking sector, Needs, Preferences, Criteria, Coach selection, Professional coaching organizations, Types of coaching

## **Introduction**

The impulse for creation of this thesis was a situation on the Czech coaching market. The main objective of this thesis is examine criteria and the selection process of external coaches in the Czech banking market.

There are multiple publications dealing with the topic of the external coaching however the most of them is written in foreign languages only.

This thesis explains what are the preferences of selection of external coaches and the way how they are selected in the Czech banking sector.

In the theoretical part the description of coaching as a profession is provided. Also the coaching types, the coaching approaches and its advantages and disadvantages.

The difference between coaching and mentoring and the distinction between internal and external coaching are explained in this part. There is also a chapter dedicated to criteria and selection process of external coaches in organizations.

I choose for the practical part a qualitative type of the research in form of semi structured interviews. This part describes the sample of the respondents, its characteristics and selection. The practical part deals with the partial research questions, responses from the respondents, evaluation of the research findings and with ethical aspects and limits of the research.

In the last part of the thesis is evaluation of the research findings following by discussion.

## **Objectives of the research**

The main aim of the research is to define criteria on an external coaches and determine how external coaches are selected for employee development in the Czech banking sector. This general aim consists of partial objectives to understand and analyze the situation of the selection process of external coaches in individual banks and to compare of research findings. Other important area of the research is to find out the criteria important for selection process of external coaches.

The objectives of the research are following:

- To define who is a coach, to describe the difference between a coach and a mentor,
- what criteria are the most important in the selection process,
- what are the preferences regarding the personality of an external coach,
- to define advantages and disadvantages of external coaching for an individual and organizations,
- and finally own research how the selection process is actually done in different banks operating in the Czech Republic.

The main research question is “According to what criteria does selection process of external coaches look like in the banks operating in the Czech Republic?”

The partial research questions focus on needs and impulses which motivate to hire an external coach, on specific criteria of selection process and how does the selection process look like. Also, they examine what are the advantages and disadvantages of external coaching and how to evaluate the overall efficiency of external coaching service in the banks.

## **Methodology**

The diploma thesis is divided into two parts. The theoretical part focuses on literature review and analysis from relevant sources such as books, journals or websites. The theoretical part is a base for the second part of the diploma thesis. The practical part focuses on needs, criteria and preferences for choosing a coach for the employee development within Czech banking sector. The data collection is conducted with the help of semi structured interviews with responsible employees of education and development of the chosen banks.

The qualitative type of research gives a researcher an ability to focus on a detail and allows him or her to explore and analyze data very deeply. The advantage of qualitative research is also a possibility of adding or modifying research questions during the research. The aim of a researcher is to gain an integrated view of an investigated situation (Hendl, 2005).

Hendl (2005) describes three basic methods of data collection in qualitative research: observation, interviews and document analysis.

The method of an interview guide is used for research of this diploma thesis.

As Hendl (2005) notes, an interview guide is a specific for pre-prepared list of questions that need to be discussed during the interview. These questions can be asked in a different order, depending on what direction the conversation unfolds. It also allows to a researcher to adjust formulations of questions as needed.

For collecting data hand notes, their following transcripts and audio records are used.

Based on these methods, the researcher is trying to understand the current situation and creates a detailed description of what he or she observed or recorded. The researcher tries not to miss anything that might help clarify the situation (Miles and Creswell, In Hendl, 2005).

The research strategy was firstly chosen through drawing up theoretical basis and methods of data collection. In other chapters, description of the implementation of research, analysis and interpretation of data, ending with the recommendations and summaries of research findings will follow.

The organization of the research, its limits and the research findings are explained in the detail in the chapter 5.

## **Discussion**

The research findings demonstrate the selection criteria and the selection process of external coaches. Based on my research can be said that the most significant criteria are: references, professional background of external coaches, accreditation and price. According to the responses there is interdependency between the criteria and the selection process and the size of the bank. The most similarities are among the three large banks and no similarities exists among the two smallest banks.

The model situation where a coach shows his or her way of working seems to be the best way of the selecting coach.

The moderated feedback used in the bank no. 7 can also be considered as an interesting tool how to recognize the need for coaching. The need is defined with the help of the superior, colleagues and subordinates of coachee and a coach. The question is if this form of defining coaching needs is also suitable for implementation in the bigger banks. Because of the bank no. 7 is according to my categorization of the banks the smallest one.

The provided responses where the only source of information used are authentic answers of respondents in the research can be considered as a limitation.

Anonymity of the data and respondents had also an impact on the progress of the research. Another limitation is that research findings can not be generalized on whole banking sector.

On the other hand, this research can be used as a starting point for deeper analysis of this topic.

This diploma thesis can serve as a benchmark in the field of the selection of external coaches for the banks.

Secondly, this thesis can serve as an overview for potential coaches interested in applying for an external coaching position in a bank.

It would be interesting to conduct the similar type of research in other sectors as an comparison.

## **Conclusion**

This thesis was focused on external coaching in the seven selected banks operating in the Czech Republic. The main aim was to find out what are the criteria for selection of external coaches and how the selection process actually looks like.

In the theoretical part I tried to define the significant pillars needed for explanation of: coaching profession, its types and approaches and its advantages and disadvantages.

Also the information provided in the literature regarding the selection process and selection criteria were analyzed.

In the practical part of this diploma thesis was accomplished the qualitative research with the help of semi structured interviews.

The interviews were conducted in Czech and English language. Aims of the interviews were to find out: what are the reasons for hiring a service of external coaches into the banks, what are the criteria for selection of external coaches, how does look like the selection process itself and advantages and disadvantages of the external coaching and measurement of its efficiency.

Seven selected banks operating in the Czech Republic were as a research sample.

I have decided for simple categorization of the individual banks according to its size for better orientation in the research: large, middle sized and small banks.

The research findings were compared within three mentioned categories.

The research shows the higher proportion of similarity within the selection process and selecting criteria in category of the three large banks.

In other two categories the preferences on coaches and its selection process slightly differ.

Due to small numbers of respondents it is not possible to generalize the research findings on the whole Czech banking sector in the Czech Republic.

However, the research findings provide some valuable inside into this topic.

The question into the future is how the particular criteria and selection processes of external coaches will look like depending on the situation of Czech coaching market.

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