

STANDPOINT

by Assoc. Prof. Eng. Kiril Genadiev Radev, PhD, New Bulgarian University (NBU), Department of Administration and management, Professional field 3.7 "Administration and management".

Subject: Acquisition of the scientific degree "Doctor" in the professional field 3.7 Administration and Management, with candidate Elena Todorova Hinova - McNamee, PhD student in self-study, enrolled with the right to defend in the doctoral program "Business Administration", NBU, professional field 3.7 Administration and Management, scientific specialty Business Administration, with scientific supervisor Prof. Christian Hadjiev, Ph.D.

Ground for presenting the standpoint: participation in the composition of the scientific jury for the defense of the dissertation on "THRIVING LEADERSHIP – CONCEPT, FACTORS AND COACHING FOR LEADERS AND TEAMS DEVELOPMENT", according to Order 123/20.02.2024 of the Rector of New Bulgarian University, Prof. D. Sc. Plamen Doynov.

The standpoint has been prepared in accordance with the Law for development of the academic staff of the Republic of Bulgaria, the regulations for the implementation of this law and the Ordinance on the development of the academic staff of New Bulgarian University.

1. Significance of the researched problem in scientific and scientific-applied relation

The dissertation focuses on current and significant scientific and scientific-applied aspects regarding the impact of coaching leaders and teams on successful leadership. The research adds to the available analytical and management toolkit on scientific paradigms about the necessary personal and interpersonal conditions for leaders and teams to succeed.

The relevance and significance of the present dissertation also lies in the collaboration between the methods and approaches for personal change of leaders and the coaching approach. In this context, PhD student Elena Todorova Hinova - McNamee considers "*personal change as changes in the energy vibration and level of self-awareness of the leader, and interpersonal change is associated with changes in the collective energy vibration of the team and strong interdependence and synergy*". This approach is also in collaboration with the modern processes of globalization and ubiquitous entry of artificial intelligence in business. They are also directly related to the future management of people, the requirements for their knowledge, skills and psychological suitability.

In this logical sense is the interpretation of the main thesis of the dissertation work: *sustainable organizational success is achieved through dedicated work of leaders towards personal change and dedicated work of leadership teams towards interpersonal change. This process can be accelerated by using a coaching approach.*

2. Justification of the goals and tasks in the dissertation

A dissertation consists of 319 standard typewritten pages and includes: an introduction, three main chapters, a conclusion, a list of scientific and practical contributions, a list of publications, articles, studies and reports on the subject of the dissertation, used and cited literature and three numbers applications. The exposition is realized in a total of 254 standard typewritten pages, within which the author has placed 30 tables and 79 figures. The appendices are in a total volume of 55 standard typewritten pages. The dissertation student used a total of 89 sources, of which - 12 literary sources in Bulgarian and 77 sources in a foreign language, including 42 online sources.

In the exhibition, in a very compact format, the object and subject of the research, the main goal and the resulting research tasks (5 items) are formulated and presented. The limitations in the dissertation are presented in a justified and reasoned way, classified into: theoretical (2 issues) and practical (2 issues) plan.

To achieve the main goal and the research tasks, the author used a scientific toolkit, allowing the application of an interdisciplinary and systematic approach. The choice is also justified by the possibility of proving the main thesis and the working hypotheses (3 items), which is a reason to assume that the choice and the technology for applying the scientific tools and scientific approaches are adequate to the previously set conditions in the dissertation work.

3. Correspondence between the chosen methodology and research methodology and the set goal and tasks of the dissertation

To achieve the main goal and the resulting research tasks, the author has carried out a thorough literature analysis and review. In his research work, he used a large set of scientific tools, skilfully used in a methodological aspect. The most important of them are: casual methods, graphic methods, energy leadership indicator assessment methods, brain dominance self-assessment method, interviewing method, documentation analysis, etc. As a result of their appropriate methodological interpretation, the author has appropriately presented the results of the implementation of each of the research tasks, including and the main goal. Given the above, it can be concluded that the scientific tools were correctly selected and used. With his help, the main goal, the research tasks were successfully achieved, and the main and working hypotheses were proved to a significant extent. As a result of the above, it can be concluded that the doctoral student has achieved a high degree of collaboration between the main thesis, goals, tasks, hypotheses and scientific tools.

4. Scientific and scientific-applied contributions of the dissertation work

The contributions (5 scientific and 5 scientific-applied) in a systematic order represent a system of author's approaches, concepts, definitions and characteristics, methodology and models, tested in a real environment and argued with a rich information and analytical database, incl.:

A) Scientific contributions:

1. A working definition of thriving leadership.

2. A holistic approach and a new research perspective integrating established and emerging personality theories:
3. Definition of the term "zone of thriving".
4. Analysis of leadership coaching and its impact on personal and interpersonal change of leadership teams and business results.
5. Definition of team coaching of leadership teams.

B) Practical - applied contributions:

1. Essential model for coaching leaders and teams (CORE Model©).
2. Methodology - Thrive Matrix©
3. Graphical model to represent the modalities of help in a two-dimensional coordinate system: directive/empowering and past/future
4. A practical approach to personal and interpersonal change
5. Factors, tools and approaches for testing in Bulgarian conditions the approach for personal and interpersonal change of leaders and leadership teams for sustainable success.

5. Evaluation of the publications on the dissertation: number, nature of the publications in which they are published

The doctoral student has presented the achievements of the dissertation work in four scientific publications, of which 3 in Bulgarian, published in proceedings of international scientific conferences organized by the Department of Administration and Management of the New Bulgarian University and one in English, published in Journal of Economic Thought, 68(5).

From the thematic focus of the publications, it can be concluded that, for the most part, the substantive characteristics and results of the research have received the necessary publicity in scientific circles.

6. Citation from other authors, reviews in the scientific press, etc.

The doctoral student has not provided information for citation by other authors and reviews in the scientific press of his publications on the dissertation.

7. Opinions, recommendations and notes

Given the in-depth and wide-ranging nature of the presented research and the positive results of its conduct, no significant remarks can be made to the presented dissertation work. I recommend that the current methodology be reworked as a basic one and that the possible approaches for its adaptive application in the transition period of business management to the conditions of mass digitalization be presented in a methodical guide.

8. Conclusion

The doctoral student Elena Todorova Hinova - McNamee has the necessary personal and professional qualities of a research scientist. The dissertation is dedicated to current issues for management science. The achieved results give grounds to claim that the doctoral student has the potential to further develop and apply in practice his future scientific knowledge.

In view of the above, I express my positive assessment of the dissertation developed by doctoral student Elena Todorova Hinova - McNamee on "THRIVING LEADERSHIP – CONCEPT, FACTORS AND COACHING FOR LEADERS AND TEAMS DEVELOPMENT", which certifies that it fully meets the requirements of the Academic Staff Development Act, Regulations for its application, as well as on the internal normative base of NBU for awarding educational and scientific degree "Doctor". In view of the above, I recommend to the SCIENTIFIC JURY to award Elena Todorova Hinova - McNamee educational and scientific degree "Doctor", professional field 3.7 Administration and Management, scientific specialty Business Administration.

Sofia,
March 22, 2024

Assoc. Prof. Eng. Kiril Genadiev Radev, PhD