

**ORGANIZATIONAL COACHING AND CONSULTING IN IT COMPANY MANAGEMENT:
THE ROLE OF SOFT SKILLS IN IMPROVING TEAM PERFORMANCE**©2026 **KAZIUKA N. P., MATSOLA M. M., SHEKETA YE. YU., LEVANDIVSKYI O. T., HUMENIUK V. V.**UDC 005.32:005.584.1:005.95/.96:004
JEL Classification: J24; L86; M12; M1; M54**Kaziuka N. P., Matsola M. M., Sheketa Ye. Yu., Levandivskyi O. T., Humeniuk V. V.**
**Organizational Coaching and Consulting in IT Company Management:
The Role of Soft Skills in Improving Team Performance**

This article examines the role of organizational coaching and management consulting in the management systems of IT companies and assesses their impact on the development of employees' soft skills as a key factor in enhancing teamwork effectiveness amid the digital transformation of the economy. The relevance of the topic stems from the rapid development of information technology, the growing importance of human capital, and the need to build highly productive teams capable of quickly adapting to technological changes, operating under conditions of uncertainty, and ensuring the competitiveness of IT companies in the global market. The aim of the study is to substantiate the role of organizational coaching and management consulting in the management systems of IT companies, to determine their impact on the development of employees' soft skills, and to develop a conceptual approach to integrating these tools into the human capital management system to enhance teamwork effectiveness. The methodological basis of the study consists of general scientific methods of analysis, synthesis, generalization, comparison, systematization, and structural-logical interpretation of results. As a result of the study, theoretical approaches to defining the essence of organizational coaching, management consulting, and soft skills in modern management have been systematized. The scientific novelty of this study lies in the refinement of a conceptual approach to integrating organizational coaching, management consulting, and soft skills development into the management systems of IT companies. The practical value of the findings lies in the ability of IT company executives, HR managers, organizational coaches, and business consultants to apply the proposed recommendations when developing human capital development strategies, implementing soft skills development programs, improving corporate culture, and implementing organizational changes. The findings confirm that the integration of organizational coaching, management consulting, and systematic soft skills development is a key prerequisite for improving teamwork effectiveness, successfully implementing IT projects, and ensuring the sustainable development of IT companies in the digital economy.

Keywords: organizational coaching; business consulting; IT company management; soft skills; change management; team effectiveness; digital transformation; HR management in IT.

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Організаційний коучинг і консалтинг у менеджменті ІТ-компаній: роль soft skills у підвищенні ефективності команд

Статтю присвячено дослідженню ролі організаційного коучингу та управлінського консалтингу в системі менеджменту ІТ-компаній і визначенню їх впливу на розвиток soft skills працівників як визначального фактору щодо підвищення ефективності командної роботи в умовах цифрової трансформації економіки. Актуальність теми зумовлена стрімким розвитком інформаційних технологій, зростанням ролі людського капіталу та необхідністю формування високопродуктивних команд, здатних швидко адаптуватися до технологічних змін, працювати в умовах невизначеності та забезпечувати конкурентоспроможність ІТ-компаній на глобальному ринку. Метою дослідження є обґрунтування ролі організаційного коучингу та управлінського консалтингу в системі менеджменту ІТ-компаній, визначення їх впливу на розвиток soft skills працівників і розроблення концептуального підходу до інтеграції зазначених інструментів у систему управління людським капіталом для підвищення ефективності командної роботи. Методологічною основою дослідження стали загальнонаукові методи аналізу, синтезу, узагальнення, порівняння, систематизації, структурно-логічної інтерпретації результатів. У результаті дослідження здійснено систематизацію теоретичних підходів до визначення сутності організаційного коучингу, управлінського консалтингу та soft skills у сучасному менеджменті. Наукова новизна дослідження полягає в удосконаленні концептуального підходу до інтеграції організаційного коучингу, управлінського консалтингу та розвитку soft skills у систему менеджменту ІТ-компаній. Практична цінність отриманих результатів полягає у можливості використання запропонованих рекомендацій керівниками ІТ-компаній, HR-менеджерами, організаційними коучами та бізнес-консультантами під час розроблення стратегій розвитку людського капіталу, впровадження програм розвитку soft skills, удосконалення корпоративної культури та реалізації організаційних змін. Отримані висновки підтверджують, що інтеграція організаційного коучингу, управлінського консалтингу та системного розвитку soft skills є важливою передумовою підвищення ефективності командної роботи, успішної реалізації ІТ-проектів і забезпечення сталого розвитку ІТ-компаній в умовах цифрової економіки.

Ключові слова: організаційний коучинг; управлінський консалтинг; менеджмент ІТ-компаній; soft skills; управління змінами; командна ефективність; цифрова трансформація; HR-менеджмент в ІТ.

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Introduction. Modern IT companies operate in an environment of intense competition, rapid technological change, and constantly evolving business models. In such conditions, traditional approaches to human resources management are gradually losing their effectiveness, giving way to more flexible tools for human capital development. Among the most effective approaches today are organizational coaching and consulting, which are aimed at improving employees' professional and personal effectiveness, developing teamwork, and supporting organizational change.

A distinctive feature of the IT sector is that most business processes are carried out through project-based work,

where the outcome depends on the level of coordination among all team members. Even highly qualified specialists may underperform in the absence of effective communication, trust, and a shared vision of goals. That is why contemporary IT companies are increasingly using coaching techniques to create a supportive environment for employee development and to foster their professional growth. At the same time, the ongoing processes of accelerating the digital transformation of the economy, the spread of agile project management methodologies, and the growing role of intellectual capital are significantly changing approaches to managing IT companies. In today's environment, the competitiveness of companies is

increasingly determined not only by the level of technological development or employees' professional (hard) skills, but also by the effectiveness of human capital management, and teams' ability to adapt quickly, collaborate productively, and engage in continuous learning. That is why the development of soft skills should be viewed as one of the key factors in improving the performance of IT teams and ensuring the sustainable and innovative development of companies.

Modern management practices, including in the field of information technology, demonstrate the active implementation of organizational coaching and management consulting as tools for personnel development, supporting organizational change, fostering a culture of collaboration, and developing leadership potential. At the same time, most scientific research focuses on individual aspects of these fields separately, while the issue of their comprehensive integration into the management systems of IT companies has not been sufficiently studied. In particular, there is a lack of scientifically grounded approaches to identifying the mechanisms through which organizational coaching and consulting influence the development of employees' behavioral competencies and enhance teamwork effectiveness in the context of digital transformation.

Analysis of Recent Research and Publications. The topics of organizational coaching, consulting, human resource management, and the development of behavioral competencies are covered quite comprehensively in the works of foreign and domestic scholars. The theoretical foundations of coaching were developed in the works of J. Whitmore [5], P. Hawkins, N. Smith [2], D. Clutterbuck, D. Megginson [3] and A. Grant [1], while issues of human capital management and personnel development were explored by D. Ulrich [10], S. Robbins, T. Judge [9], P. Drucker [6], A. Edmondson [7], S. Jenkins [4] and D. Goleman [8]. Among Ukrainian scholars, the following have made significant contributions to the development of the theory of personnel management, human capital, organizational coaching, and development consulting: Y. Dubey, O. Usatenko, Y. Papizh, V. Yudenko [11], M. Lymanets [14], O. Glazunova, T. Voloshyna, and V. Korolchuk [15], Y. Yasenchuk, L. Bondarchuk [16], O. Pryvezentsev [17], Y. Vedenina, L. Sakun, L. Riznichenko, M. Kovalenko [18], M. Kopytko [19], O. Dyakiv [20], Y. Golovchuk, Y. Palamarenko, T. Rysinets, K. Gerasyuk [21], M. Salun, V. Murakhovsky, V. Pedchenko [22]. At the same time, most existing studies focus on individual aspects of coaching, consulting, or the development of soft skills, while the issue of their comprehensive integration into the management systems of IT companies remains underdeveloped. Further research is also needed to determine the comprehensive impact of these elements on the effectiveness of teamwork, the success of IT projects, the development of corporate culture, and ensuring the competitiveness of enterprises in the context of digital transformation.

The existence of this research gap highlights the need for a comprehensive study of the relationship between organizational coaching, consulting, soft skills development, and the performance of IT teams. The findings can be used to improve human resource management systems, increase the productivity of project teams, strengthen companies' innovative potential, and build their long-term competitive advantages in the digital economy.

Identification of Previously Unresolved Parts of the General Problem. Despite the significant number of scholarly works devoted to human resource management, organizational coaching, management consulting, and the development of soft skills, an analysis of the current scholarly literature reveals a number of unresolved theoretical and practical issues. Most studies focus on examining individual components of these issues, while their comprehensive interrelationship within the management systems of IT companies remains under-researched.

In particular, the mechanisms for integrating organizational coaching and management consulting into the human capital management system of IT companies, as well as their impact on the development of employees' behavioral competencies and the performance of project teams, require further scientific justification. Issues related to determining the optimal combination of coaching, consulting, and HR tools in the process of shaping a modern corporate culture, developing leadership potential, and managing organizational change in the context of digital transformation remain under-explored.

The Aim of the Article. The Aim of this study is to substantiate the role of organizational coaching and management consulting in the management systems of IT companies, to examine their impact on the development of employees' soft skills, and to identify mechanisms for improving teamwork effectiveness in the context of digital transformation.

The research hypothesis is that the integration of organizational coaching and management consulting into the management systems of IT companies ensures the systematic development of employees' soft skills, which positively affects the quality of teamwork, the productivity of IT projects, the organization's innovative potential, and its competitiveness.

To test the proposed hypothesis, the following research questions should be addressed: to determine the role of organizational coaching and management consulting in modern IT company management; to identify the key soft skills that most significantly influence the effectiveness of project teams; to investigate the mechanisms for developing behavioral competencies using coaching and consulting technologies; to substantiate a conceptual approach to integrating these tools into the human capital management system of IT companies; and to determine their practical significance for improving the effectiveness of business operations. The results of the study are aimed at developing the theoretical foundations of modern human capital management and formulating practical recommendations for the implementation of coaching and consulting technologies in the operations of IT companies to ensure their sustainable development in the digital economy.

Methodology. The methodological foundation of this study is a set of general scientific and specialized research methods that enabled a comprehensive examination of the role of organizational coaching and management consulting in the management systems of IT companies and allowed us to substantiate their impact on the development of soft skills and the improvement of teamwork effectiveness. The following methods were applied in the course of the study: the method of systems analysis (to examine the interrelationship between organizational coaching, consulting, the development of soft skills, and the effectiveness of IT teams); the structural-logi-

cal method (to construct a conceptual model for integrating coaching and consulting technologies into the management system of IT companies); analysis and synthesis methods (to summarize contemporary theoretical approaches to soft skills development, formulate the authors' conclusions, and systematize the research results); the comparative analysis method (to compare the functional characteristics of organizational coaching and management consulting, as well as to determine their roles in human capital development); the generalization method (to formulate practical recommendations for implementing coaching and consulting practices in the operations of IT companies); graphical method (to visualize a conceptual model of the interrelationship between organizational coaching, consulting, the development of soft skills, and teamwork effectiveness, as well as to present the research results in the form of tables and schemes).

Presentation of Main Materials and Results. The digital transformation of the economy, the rapid development of information technology, and intensifying global competition are driving the need to rethink traditional approaches to managing IT companies. In today's business environment, competitive advantages are increasingly less determined by technological resources alone and depend more and more on an organization's ability to effectively manage human capital, build high-performing teams, and ensure their adaptation to

constant change. In this context, organizational coaching and management consulting take on particular importance as modern tools for personnel development, supporting organizational change, and fostering a culture of continuous professional improvement.

For IT companies whose operations are based on comprehensive collaboration, the use of project management tools, innovation, and teamwork, the development of employees' soft skills has become one of the key factors in success (Fig. 1). A systematic analysis of a manager's soft skills reveals that they constitute not merely a set of individual characteristics, but a holistic model of managerial behavior in which psychological maturity, interpersonal communication skills, and emotional leadership are harmoniously integrated – it is precisely this interplay of competencies that ensures the adaptability of managerial decisions, builds trust within the team, and enhances the effectiveness of organizational development [11].

Therefore, according to Glazunova O., Voloshyna T., and Korolchuk V. [15, p. 95] and Yasenchuk Y. and Bondarchuk L. [16], in order to run an IT business, it is necessary to develop strategic skills in IT students; these include competencies in strategic decision-making, which is crucial when using cutting-edge technologies; the ability to work in high-risk environments, plan one's own activities and those of a development team, and the ability to delegate authority.

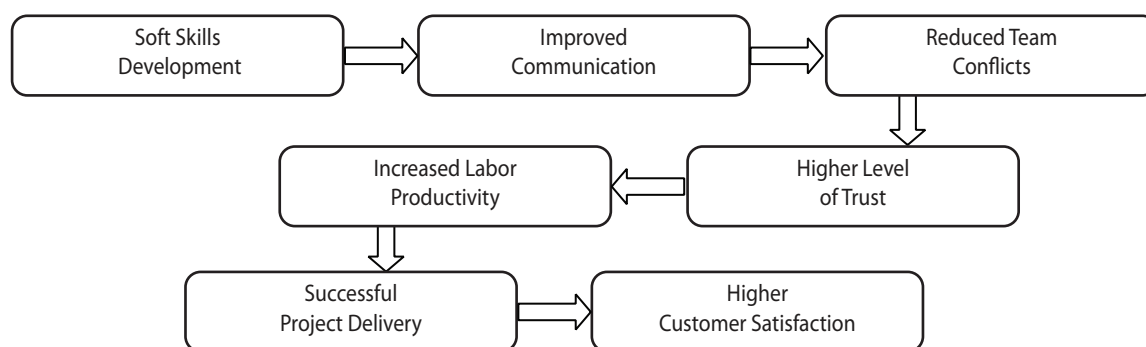


Fig. 1. Mechanism of the Influence of Soft Skills on IT Team Performance

Source: Compiled by the authors

The development of the information technology sector and intense competition in today's labor market underscore a significant shift toward recognizing the need to integrate soft skills into educational programs to develop well-rounded professionals capable of meeting the demands of the modern digital world – soft skills such as communication, teamwork, empathy, problem-solving, and adaptability – are not merely supplementary skills but central components for the successful design and implementation of user interfaces that will ultimately not only meet user expectations but also exceed them, thereby providing a competitive advantage in today's IT market [17, p. 35].

Thus, it can be concluded that communication skills, emotional intelligence, critical thinking, adaptability, leadership qualities, and the ability to work in a team [13, p. 291] significantly influence the quality of management decisions, the effectiveness of project implementation, the speed of adaptation to technological changes, and the competitiveness of enterprises. This is precisely why modern management systems

are increasingly integrating coaching and consulting approaches as tools for human capital development.

In turn, organizational coaching is focused on unlocking employees' potential by encouraging self-reflection, accountability, and independent problem-solving. Unlike traditional mentoring, coaching does not involve the transfer of ready-made knowledge but rather fosters the development of skills for independent decision-making and adaptation to new operational conditions. Consulting, in turn, provides expert support for management processes, helping companies implement innovations, improve their management structure, and increase the efficiency of business processes.

In the context of digital transformation, integrating coaching and consulting into the management system allows IT companies not only to increase staff productivity but also to foster an organizational culture of continuous development, which becomes a key source of competitive advantage.

Advances in information technology have led to significant changes in the requirements for IT professionals. Where-

Table 1

Key Soft Skills of IT Company Employees and Their Impact on Team Performance

Soft Skill	Description	Impact on Team Performance
Communication	Ability to exchange information effectively	Reduces communication errors and improves coordination
Emotional intelligence	Ability to understand and manage emotions	Improves team climate and collaboration
Leadership	Ability to motivate and guide team members	Increases productivity and responsibility
Adaptability	Ability to respond quickly to changes	Accelerates adaptation to new working conditions
Critical thinking	Ability to analyze information and make informed decisions	Improves decision quality
Teamwork	Ability to collaborate effectively with colleagues	Enhances project implementation efficiency
Conflict management	Ability to resolve disagreements constructively	Reduces interpersonal conflicts

Source: compiled by the authors based on [11; 13; 15; 17]

as previously the main criterion for a specialist's success was exclusively technical competence (hard skills), today employers are paying increasing attention to the development of soft skills—versatile interpersonal skills that ensure effective teamwork and the ability to adapt to change. Thus, soft skills such as communication skills, emotional intelligence, critical thinking, leadership, adaptability, creativity, the ability to collaborate, and conflict resolution skills are becoming particularly important for IT companies.

It is precisely these competencies that ensure successful interaction among team members, facilitate the effective exchange of knowledge, and improve management decision-making processes.

In most modern IT projects, teams work using the Agile or Scrum methodology, which requires a high degree of autonomy and constant communication among team members. Under these conditions, a lack of soft skills can lead to conflicts, lost productivity, and delays in completing project tasks. Conversely, a high level of interpersonal skills helps foster an atmosphere of trust, boosts employee motivation, and leads to a more effective use of the team's intellectual potential.

An important feature of soft skills is their versatility and long-term impact on employees' professional activities [12, p. 164]. That is why modern IT companies are increasingly incorporating the development of these competencies into their corporate training and professional development programs.

Coaching is one of the most effective tools for developing soft skills in modern organizations. Its use not only helps build specific competencies but also ensures the comprehensive personal development of employees. Coaching is a promising approach to ensuring an organization's effective performance; it contributes to the professional development of organizational staff, facilitates learning, professional adaptation, and increased labor productivity, and helps maximize the work potential of each employee and develop their abilities directly in the course of their work [18, p. 35].

According to O. Dyakiv [20, p. 69], coaching not only enables managers to improve work performance (Fig. 2), but also

ensures the development and continuous enhancement of their own competence (competence is an employee's ability to effectively perform their job duties within an organization thanks to their possession of the necessary knowledge, skills, practical abilities, work experience, individual aptitudes, appropriate health, motivation, and work-related and social-communicative behavior).

Coaching programs in IT companies are often aimed at developing leadership potential, improving communication skills, and building emotional resilience in high-pressure work environments. Strategically oriented coaching helps staff develop critical thinking, flexibility, and a creative approach to problem-solving – skills that are critically important in times of crisis [19, p. 36].

Through the use of specialized questioning techniques, reflection, and individualized support, employees gain the opportunity to recognize their own strengths, identify areas for growth, and develop effective strategies for achieving their professional goals.

The application of coaching approaches is particularly important for team leaders. IT project leaders have to not only coordinate employees' activities but also foster a positive psychological climate, motivate staff, and support teamwork. Coaching helps develop skills in situational leadership, emotional intelligence, and strategic thinking, which positively impacts the performance of the entire team. In addition to individual coaching, team coaching is becoming increasingly widespread, as it focuses on improving collaboration among project members. This approach helps improve internal communication, build trust, and establish a shared vision of the team's goals.

Management consulting plays an important role in the development of modern IT companies by providing expert support for organizational change processes and improving staff performance. Consulting projects are often aimed at optimizing the organizational structure, improving the human resources management system, implementing new work methods, and fostering a modern corporate culture.

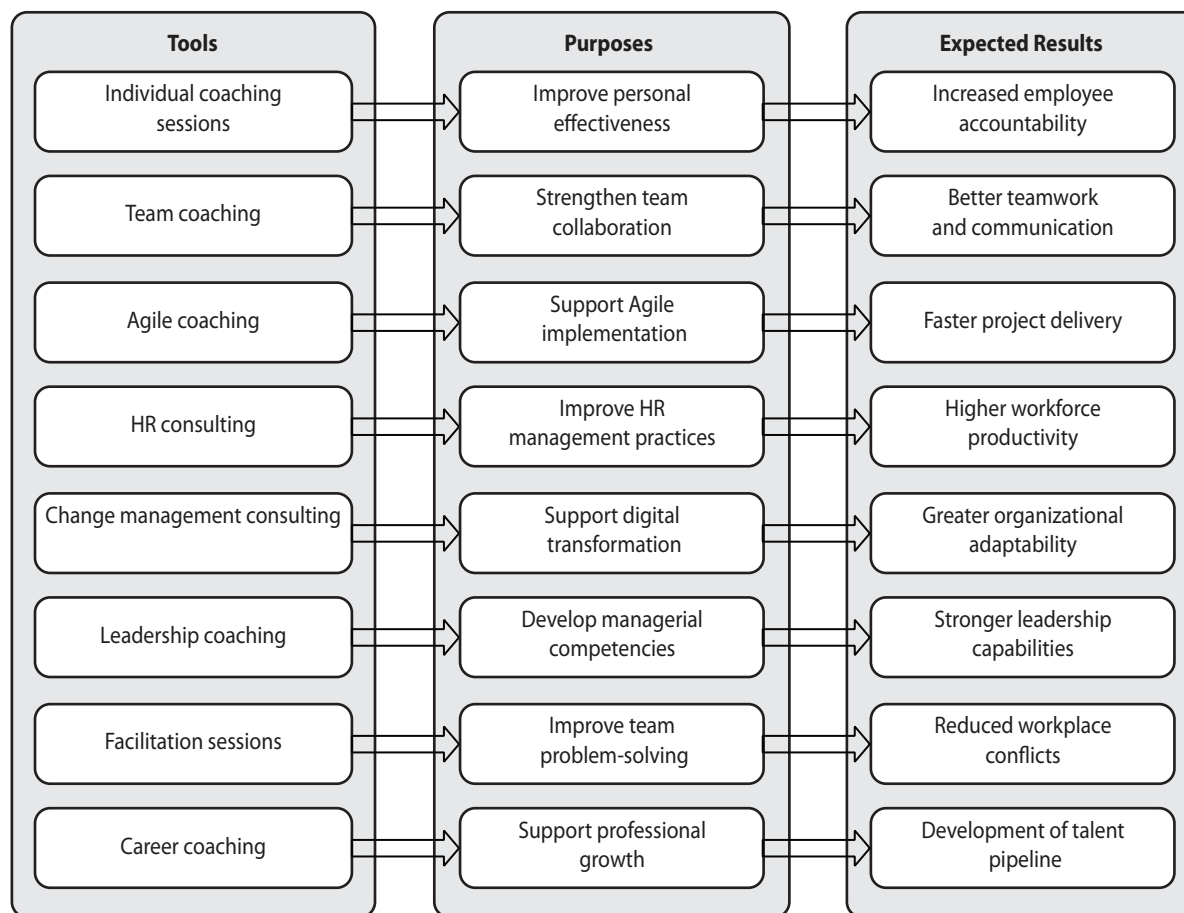


Fig. 2. Recommended Coaching and Consulting Tools for Developing Soft Skills in IT Companies

Source: compiled by the authors

Consulting becomes particularly relevant during the scaling of IT companies [21; 22, p. 532], when rapid growth in staff numbers creates additional challenges for management. In such situations, consultants help identify problematic aspects of interaction between departments, assess the level of development of corporate competencies, and propose ways to improve the management system. One of the key areas of consulting is the implementation of change management practices [23, p. 140], and in the context of digital transformation, organizations are forced to constantly adapt to new technologies, market demands, and customer expectations [24, p. 212]. Consulting support helps minimize resistance to change, ensure effective communication, and increase staff readiness to implement innovations. Consulting complements coaching by providing a systematic approach to organizational development and laying the groundwork for long-term improvements in teamwork effectiveness. The effectiveness of modern IT companies is largely determined by their ability to integrate various staff development tools into a unified human capital management system. The combination of organizational coaching, consulting, and soft skills development programs creates a comprehensive mechanism for improving team performance.

Through coaching, employees have the opportunity to develop their personal and professional competencies and to build skills in self-development and responsible decision-making

(Fig. 3). Consulting provides the organizational framework for developing these competencies by improving business processes and management practices. The result is a highly effective team capable of responding quickly to change, collaborating effectively, and achieving the company's strategic goals.

Thus, the practices of leading IT companies show that implementing coaching programs and systematic soft skills development increases employee engagement, reduces turnover, improves the quality of teamwork, and boosts productivity. Furthermore, the development of interpersonal competencies contributes to the creation of an innovative environment that stimulates the generation of new ideas and enhances the organization's ability to adapt in the digital economy.

Conclusions. In today's environment of digital transformation and intensifying competition in the global information technology market, human capital is becoming one of the key strategic resources for IT companies. The study confirmed that the effectiveness of project teams depends to a large extent not only on the level of employees' professional (hard skills) competencies but also on the development of soft skills, which ensure high-quality communication, productive interaction, adaptability to change, and the ability to make joint decisions. It has been established that organizational coaching is an effective tool for developing human capital, which contributes to the formation of leadership qualities, emotional intelligence,

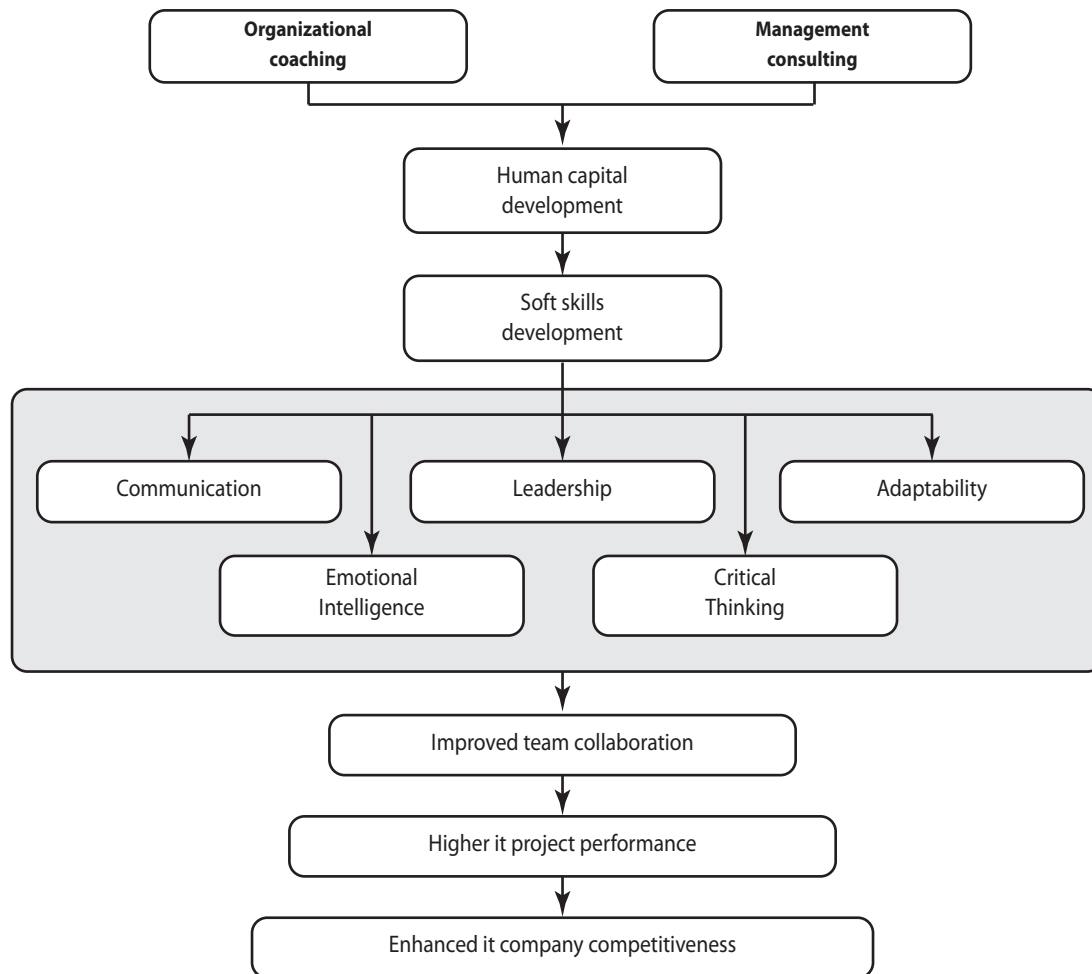


Fig. 3. Conceptual Model of the Impact of Organizational Coaching and Consulting on IT Team Effectiveness

Source: compiled by the authors

teamwork skills, critical thinking, and employees' accountability for the results of their work. The use of coaching techniques creates conditions for employees' professional and personal growth, while increasing their motivation and commitment to achieving the organization's strategic goals.

Management consulting serves as a key mechanism for improving the management systems of IT companies, ensuring the implementation of modern management practices, the optimization of business processes, the development of corporate culture, and support for organizational change. Consulting support allows for the timely identification of problems in team management and the development of effective solutions to improve team performance. It has been demonstrated that the greatest impact can be achieved by integrating organizational coaching, consulting, and soft skills development programs into a unified human resources management system. This approach helps build highly productive teams, improve internal communication, boost employees' innovative activity, and create a supportive environment for implementing complex IT projects.

The practical significance of the study's findings lies in the potential to use the proposed approaches to improve human resource management systems in IT companies, increase

team effectiveness, and ensure sustainable competitive advantages in the digital economy.

Prospects for further research should focus on developing methodological approaches to evaluating the effectiveness of coaching programs, studying the impact of digital coaching platforms and artificial intelligence technologies on the development of employees' soft skills, as well as developing models for integrating organizational coaching and consulting into the strategic management systems of IT companies.

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