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## **MODERN APPROACHES TO VIRTUAL BUSINESS COACHING**

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## **СУЧАСНІ ПІДХОДИ ДО ВІРТУАЛЬНОГО БІЗНЕС-КОУЧИНГУ**

*The relevance of this research is due to the fact that rapid changes in business, globalization, and technological progress have made business coaching more in demand than ever before. Video conferencing platforms such as Zoom, Google Meet, and Microsoft Teams have revolutionized this process, enabling coaches to work with clients from all over the world and provide personalized consultations despite geographical limitations. This is especially relevant given the increasing complexity of business and the need to adapt to changing market conditions. Accordingly, this article aims to specify modern approaches to virtual business coaching and the key characteristics that define them. Research confirms that virtual business coaching has become an integral part of the modern business landscape. Technology has opened new horizons for coaches and provided businesses with convenient access to their services anytime and from anywhere. It has been shown that the key features of virtual business coaching include: modern tools that facilitate interaction between coach and client; a personalized approach that allows for the development of programs tailored to the client's needs; coverage of a wide range of business processes (from strategic planning to leadership development); flexible session scheduling; and effectiveness that matches or even surpasses that of traditional coaching formats. It has been proven that the array of key features in business coaching enables coaches to apply various approaches to its implementation, such as data-driven coaching, interactive and reverse learning, team coaching, microlearning, automation of routine tasks, data analysis, and the provision of personalized recommendations. Modern approaches to virtual business coaching are continuously evolving, incorporating cutting-edge technologies and innovative methodologies. This allows for enhanced effectiveness and deeper personalization of the service delivery process, regardless of the client's geographical location. Future research prospects are focused on developing new methods and models of virtual business coaching that will enable more effective solutions to complex business challenges and foster a diverse range of skills in clients.*

Актуальність дослідження обумовлена тим, що швидкі зміни в бізнесі, глобалізація та технологічний прогрес зробили бізнес-коучинг більш затребуваним, ніж будь-коли. Платформи для відеоконференцій, такі як Zoom, Google Meet та Microsoft Teams, революціонізували цей процес, дозволяючи коучам працювати з клієнтами з усього світу та надавати персоналізовані консультації, незважаючи на географічні обмеження. Це особливо актуально в умовах висхідної складності бізнесу та необхідності адаптації до змінюваних ринкових умов. Дослідження підтверджують, що віртуальний бізнес-коучинг став невід'ємною складовою сучасного бізнес-ландшафту. Технології відкрили перед коучами нові горизонти та забезпечили бізнесу зручний доступ до їхніх послуг у будь-який час і з будь-якого місця. Доведено, що ключовими особливостями віртуального бізнес-коучингу є: сучасні інструменти, що забезпечують взаємодію між коучем та клієнтом; індивідуальний підхід, який дозволяє розробляти програми, що відповідають потребам клієнта; широкий спектр бізнес-процесів (від стратегічного планування до розвитку лідерських якостей); зручний час для сесій; та ефективність, що дорівнює або навіть перевищує показники традиційних форматів коучингу. Доведено, що симплекс ключових особливостей бізнес-коучингу дозволяє коучу застосовувати різні підходи до його реалізації, такі як: коучинг на основі даних (*data-driven coaching*), інтерактивне та реверсивне навчання, коучинг для команд, мікронавчання, автоматизація рутинних завдань, аналіз даних та надання персоналізованих рекомендацій. Сучасні підходи до віртуального бізнес-коучингу постійно розвиваються, використовуючи новітні технології та інноваційні методики. Це дозволяє покращувати ефективність і поглиблювати персоналізацію процесу надання послуг, незалежно від географічного розташування клієнта. Перспективи подальших досліджень спрямовані на розробку нових методів і моделей віртуального бізнес-коучингу, які дозволять ефективніше вирішувати складні бізнес-проблеми та розвивати різноманітні навички у клієнтів.

**Keywords:** *modern technologies; effectiveness; virtualized services; coaching; personalized approach; executive coaching; corporate coaching.*

**Ключові слова:** *сучасні технології; ефективність; віртуалізовані послуги; коучинг; персоналізований підхід; коучинг для керівників; корпоративний коучинг.*

**Problem statement.** Business coaching is experiencing rapid growth, given the increasing complexity of business and the evolving game rules in the modern business environment due to entering international markets and the diversity of cultural and economic contexts. Alongside these processes, rapid technological changes, globalization, and heightened demands on market leaders make coaching an important and dynamic tool for achieving success, with its overall content becoming increasingly specific. Modern technologies, particularly Zoom, Google Meet, and Microsoft Teams have revolutionized business coaching. Geographical barriers are disappearing, and coaches (just like Coaches Professional Business Coaches Club of Ukraine or coaches "Results Factory" led by V. Vazhynskyi) are increasingly conducting sessions online. On the one hand, it allows entrepreneurs and managers to receive quality consultations without leaving the office. On the other hand, it expands the opportunities for coaches, enabling them to work with clients worldwide.

**The analysis of recent researches and publications.** Issues surrounding the development of business coaching in enterprises are the subject of research by many scholars, such as V.I. Pavlov, and O.Yu. Kushnirok, I.R. Petrovskyi, R.D. Bala, and I.P. Mykolaychuk. These researchers have made significant contributions to understanding this phenomenon, particularly by highlighting the evolutionary nature of business coaching and its gradual virtualization. However, despite the considerable interest in this topic, the issue of the virtualization of business coaching as a distinct area of research remains underdeveloped.

**Purpose of the article.** The purpose of this article is to specify modern approaches to virtual business coaching and the key characteristics that define them.

*The paper main body with full reasoning of academic results.* Business coaching as a distinct field began to take shape in the mid-20th century. However, thanks to key figures such as Timothy Gallwey (one of the founders of the modern concept of business coaching), John Whitmore (a pioneer in the field of business coaching and author of many books and business programs), and T.J. Leonard (who made significant contributions to the development of coaching and its application in business), it has evolved into a well-established process in which an experienced professional (coach) helps a client (usually a manager or entrepreneur) achieve their professional goals. In other words, it is an individualized service broadly divided into two main areas: executive coaching and corporate coaching. An analysis of the experience of contemporary business coaches demonstrates that, regardless of the area of focus, there is currently an active virtualization of business coaching, specifically a transition from traditional in-person meetings to online formats, as evidenced by the data presented in Table 1.

**Table 1. Characteristics of modern examples that confirm the transition from traditional business coaching to an online format**

Representative of business coaching	Main Types of Business Coaching	Main Areas of Virtual Business Coaching
GOLDEN STAFF FULL STAFF AGENCY	Corporate Coaching	Supporting the process of creating a new system of interaction and relationships between company management and staff. Guiding the process of effective employee stimulation and proper motivation. Team building and other team-building activities. Brainstorming.
Professional Business Coaches Club of Ukraine	Executive Coaching	Consultations on selecting a new business partner. Consultations on enhancing the effectiveness of business and partnership relationships. Consultations on building an effective system for controlling and managing staff. Consultations on conducting strategic planning.
Results Factory by V. Vazhynskyi	Coaching for Managers Corporate Coaching	Consultations on starting a new business or a new line of work. Consultations on the reorganization and rebranding of an existing business. Consultations on business development to achieve specific profitability targets.

*Source: formulated by the author based on economic entities data*

Virtualization has been made possible by the development of video conferencing technologies such as Zoom, Google Meet, Microsoft Teams, and others. Thus, the virtualization of business coaching has gained popularity due to:

1. Flexibility of virtualized services. In particular, both the coach and the client can work from anywhere with a stable internet connection.
2. Time and resource savings in the process of providing virtualized services. There is no need for costly travel and renting premises.
3. Accessibility of virtualized services. Virtual coaching allows a large number of people to access this service, regardless of their location.
4. Effectiveness of virtualized services. Modern tools for online interaction allow for the use of various coaching methodologies and techniques.

Based on the analysis of the existing experience in virtual business coaching, it has several key features, such as:

1. Interactive platforms. Modern tools for conducting virtual sessions include various interactive elements, such as document sharing, brainstorming boards, high-quality video conferencing, and more. It creates an atmosphere that closely resembles real-life communication.
2. Personalized approach. Despite the remote format, virtual coaching maintains an individual approach to each client. The coach develops a program that addresses the specific needs and goals of the business.
3. Wide range of services. Virtual business coaching includes various services, such as strategic planning, leadership development, team management, sales effectiveness, marketing, and so on.
4. Accessibility and convenience. Virtual coaching is available to entrepreneurs worldwide. It is especially relevant for companies that have a broad network or in the international market operate.
5. High effectiveness. Research indicates that virtual coaching is as effective as traditional in-person formats. Thanks to modern technologies, coaches can utilize various tools for data analysis and develop effective strategies.

Modern tools for virtual sessions transform the online interaction of business coaches into a dynamic and productive process. Currently, the following groups of tools for virtual business coaching are available:

1. Group of tools for document and presentation sharing (Table 2).

**Table 2. Group of tools for document and presentation sharing**

Tools	Characteristics of the Tool
Google Docs, Sheets, Slides	They are free tools from Google that allow for simultaneous editing of documents, spreadsheets, and presentations in real-time. These tools are ideal for collaboratively discussing strategies, analyzing data, and creating presentations.
Microsoft 365	It is a similar set of tools from Microsoft, which is often used by coaches for services in a corporate environment
Miro	It transforms any surface into an interactive whiteboard. Business coaches can create diagrams, mind maps, timelines, and much more. This tool is ideal for brainstorming and visualizing ideas.
Mural	They offer a wide range of templates and tools for creating interactive boards.

*Source: formulated by the author based on [2; 5-6]*

2. Group of tools for video conferencing and webinars, which allow business coaches to conduct meetings in real-time, seeing and hearing their clients (Table 3).

**Table 3. Group of business coaching tools for video conferencing**

Tools	Characteristics of the tools
Tools for video conferencing	
Zoom	Offers a wide range of features, including virtual backgrounds, screen sharing, and meeting recording.
Microsoft Teams	Allows for video conferencing, chatting, and collaborative work on documents.
Google Meet	An alternative to Zoom that is integrated with other Google services.
Skype	A classic service for video calling that continues to be popular.
Tools for conducting webinars	
WebinarJam	Offers a wide range of features, such as chat, polling, and email automation
GoToWebinar	Provides tools for audience engagement and result analysis.

*Source: formulated by the author based on [1-2; 6]*

3. Group of business coaching tools for project and task management (see Table 4).

**Table 4. Group of business coaching tools for project and task management**

Tools	Characteristics of the tools
Trello	A visual tool for organizing projects using boards and cards.
Asana	A powerful project management platform that allows for task planning, progress tracking, and team collaboration.
Monday.com	A flexible platform that enables the creation of various boards for managing different types of projects

*Source: formulated by the author based on [2; 6]*

Personalization is a key advantage of virtual coaching, despite the remote format. Coaches achieve this through in-depth analysis of the client's needs, individual development programs, regular sessions and feedback, the use of interactive tools, empathy, and support (see Table 5). So, the personalized approach in virtual coaching allows for maximum results. Through in-depth analysis of the client's needs, the development of an individualized program, and regular support, the coach helps the client grow their business and reach new heights.

Virtual business coaching is not just about online consultations. It is a comprehensive development program that encompasses virtually all aspects of business. So, a business can encompass services such as:

1. Strategic planning, which includes the development of long-term strategies (jointly formulating the company goals and determining ways to achieve them), market and competitor analysis (assessing market trends, identifying competitor strengths and weaknesses), and business model development (creating an effective model that ensures sustainable business growth).

2. Leadership development, which includes enhancing emotional intelligence (working on self-awareness, empathy, and emotion management), developing communication skills (training for effective communication with the team, clients, and partners), and shaping a leadership style (developing an individual leadership style that aligns with the company values and meets the team needs).

3. Team management, which involves creating an effective team (building a cohesive team that works towards a common goal), delegating authority (training in the effective delegation of tasks and responsibilities), and conflict resolution (developing skills for constructive conflict resolution within the team).

**Table 5. Modern approaches and tools for personalizing business coaching**

Personalization directions	Components of active personalization	Specifics of active personalization
In-Depth analysis of client needs	Detailed survey	At the beginning of the collaboration, the coach conducts a thorough analysis of the client's business, including their goals, problem areas, and resources.
	Assessment of strengths and weaknesses	Using various tools (such as SWOT analysis), the coach identifies strengths that can be developed and weaknesses that need to be addressed.
	Identification of values	Understanding the client's values helps the coach design a program that aligns with their vision of success
Individual development program	Collaborative goal setting	The coach and client collaboratively formulate specific, measurable, and achievable goals.
	Development of action plan	Based on the established goals, a detailed action plan is developed with clear steps and deadlines for completion.
	Flexibility	The program is regularly reviewed and adjusted according to changes in the client's business.
Regular sessions and feedback	Frequent meetings	Regular online sessions allow the coach to monitor the client's progress, provide support, and make necessary adjustments.
	Feedback	The coach provides the client with constructive feedback, helping them identify their achievements and areas for improvement.
	Progress monitoring	Using various tools, the coach tracks the client's progress in achieving the established goals.
Use of interactive components	Collaborative document editing	It allows the coach and client to work on strategic plans and other documents in real time.
	Brainstorming boards	They facilitate the generation of new ideas and problem-solving.
	Interactive presentations	They allow for the visualization of strategies and make learning more engaging.
Empathy and support	Compassion	The coach creates an atmosphere of trust and support, enabling the client to openly discuss their feelings and experiences.
	Motivation	The coach helps the client maintain motivation and belief in their abilities even during challenging times.

*Source: formulated by the author based on [1; 3-4]*

4. Increasing sales effectiveness, which includes developing a sales strategy (creating an effective strategy that will increase sales volume), training in sales

techniques (enhancing skills in negotiation, presentations, and handling objections), and building long-term relationships with customers (fostering customer loyalty and increasing repeat sales).

5. Marketing, specifically the development of a marketing strategy (creating a comprehensive marketing strategy that will enhance brand recognition and increase sales), online brand promotion (utilizing digital marketing tools to attract new customers), and analyzing the effectiveness of marketing campaigns (evaluating the results of marketing activities and making necessary adjustments).

In addition to the aforementioned services, virtual business coaching can assist clients in areas such as time management, personal brand development, public speaking preparation, and financial planning.

Virtual business coaching is a service that is becoming increasingly accessible for businesses, especially those with an extensive network or operating in international markets. The virtualization of coaching makes business more accessible through:

1. Global Accessibility. Distance is no longer a barrier to receiving quality coaching services. You can work with a coach from anywhere, provided you have a stable internet connection.

2. Diversity of Coaches. Access to a large pool of coaches with various experiences and specializations is formed, allowing you to choose one who best meets your needs.

3. Confidentiality. The virtual format ensures a high level of confidentiality, allowing for open discussions on any issues.

Numerous studies confirm that virtual business coaching is not only on par with traditional face-to-face formats but in some aspects, it even surpasses it. Modern technologies provide coaches with powerful data analysis tools, enabling them to develop more personalized and effective development strategies. Virtual coaching is highly effective due to:

1. In-depth data analysis. Thanks to various tools, coaches can collect and analyze large volumes of data regarding the client's progress, behavior, strengths, and

weaknesses. This enables the creation of more accurate forecasts and the development of personalized growth plans.

2. Personalization. Based on the collected data, the business coach can develop a program that best meets the client's needs and goals.

3. Flexibility. The virtual format enables the coach to easily adjust the program in changing circumstances response.

4. Accessibility of Resources. Clients have access to a wide range of learning materials, tools, and platforms, which facilitates faster achievement of results.

5. Convenience. The ability for the coach to work from anywhere with an internet connection makes business coaching more accessible and convenient.

Research shows that virtual coaching is at least as effective as traditional coaching, and thanks to data analysis tools, coaches can develop even more personalized development strategies. Thus, virtual coaching is effective because of:

1. Easy Monitoring of the Process. With session recordings, clients can revisit important information and track their progress.

2. Wide Range of Tools. From video conferencing to specialized coaching platforms, technology provides various interactive formats.

The simplicity of core features of business coaching allows the coach to apply various approaches to its implementation, such as:

1. Data-driven coaching. Using data to make informed decisions and develop personalized development strategies.

2. Interactive and reverse learning through the application of augmented reality (AR) and virtual reality (VR).

3. Group sessions aimed at developing teamwork and leadership.

4. Microlearning. Short, intensive sessions focused on developing specific skills.

5. Automation of routine tasks, data analysis, and providing personalized recommendations through AI.

Modern approaches to virtual business coaching are continuously evolving, leveraging the latest technologies and innovative methodologies. It enhances the

effectiveness of coaching and deepens the personalization of the service delivery process, regardless of the client's geographical location

***Conclusions from this study and prospects for further exploration in this direction.*** Research indicates that virtual business coaching is now essential in today's business landscape. Technologies have created new opportunities for coaches and provided businesses with easy access to their services anytime and from anywhere. In this context, the authors have drawn the following conclusions. In this context, the authors have drawn the following conclusions:

1. It has been proven that the key features of virtual business coaching include: modern tools that facilitate interaction between the coach and the client; a personalized approach that allows for the development of programs that precisely meet the client's needs; a wide range of business processes, from strategic planning to leadership development; convenient scheduling for sessions; and effectiveness that is equal to or exceeds that of traditional coaching formats.

2. It has been established that the core features of business coaching allow the coach to apply various approaches to its implementation, such as data-driven coaching, interactive and reverse learning, team coaching, micro-learning, automation of routine tasks, data analysis, and personalized recommendations provision.

3. Modern approaches to virtual business coaching are constantly evolving, utilizing cutting-edge technologies and innovative methods. This enhances effectiveness and deepens the personalization of the service delivery process, regardless of the client's geographical location.

Further research prospects are focused on developing new methods and models of virtual business coaching that will enable more effective solutions to complex business problems and the development of various skills in clients.

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