


**COACHING IN THE DEVELOPMENT OF LEADERSHIP QUALITIES OF HEADS OF UKRAINIAN BUSINESS ORGANIZATIONS IN THE CONDITIONS OF WAR**

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ARTICLE INFO	ABSTRACT
<p><b>Article history:</b></p> <p><b>Received</b> 20 February 2023</p> <p><b>Accepted</b> 08 May 2023</p>	<p><b>Purpose:</b> The article aims to analyze the possible development of managerial and leadership skills of managers of business organizations through variable coaching models, the practice of which confirms their effectiveness and feasibility.</p>
<p><b>Keywords:</b></p> <p>Corporate Sector; Coaching; Leadership Skills; Management; Business Organizations; Coaching Models; Planning.</p>	<p><b>Theoretical framework:</b> The development of coaching to improve the quality of leadership and management skills of managers of Ukrainian business organizations is important for achieving economic stability in Ukraine and ensuring a sustainable macroeconomic environment. In particular, the use of coaching is becoming increasingly popular due to the potential for stabilizing the corporate sector through effective management.</p>
	<p><b>Design/methodology/approach:</b> While writing the article, materials from periodicals on the organization of the coaching process and its dissemination as a practice of developing managerial skills of business organization managers were used.</p>
	<p><b>Findings:</b> The article focuses on the functioning of the Ukrainian economy and key areas for focusing on the use of coaching as a tool for investing in improving the quality of business environment management and possible further development. The use of coaching is a priority area of research, as the application of this practice can be a factor in improving the quality of management of a business organization.</p>
	<p><b>Research, Practical &amp; Social implications:</b> Based on leadership skills and characteristics, managers of business organizations use innovative means of management, which is made possible through coaching programs. The key aspects of coaching and opportunities for its improvement in the context of the global environment are outlined. The development of leadership skills and managerial abilities of managers of business organizations will serve as a factor in the sustainable operation of the Ukrainian corporate sector, which is in difficult conditions due to the threat of hostilities.</p>
	<p><b>Originality/value:</b> The results of the study can be used by modern managers of Ukrainian business organizations to improve management practices and ensure the stability of the functioning of structural units at the operational level.</p>
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**COACHING NO DESENVOLVIMENTO DAS QUALIDADES DE LIDERANÇA DOS DIRIGENTES DE ORGANIZAÇÕES EMPRESARIAIS UCRANIANAS EM CONDIÇÕES DE GUERRA**

**RESUMO**

**Objetivo:** O artigo tem como objectivo analisar o possível desenvolvimento das competências de gestão e liderança dos gestores de organizações empresariais através de modelos variáveis de coaching, cuja prática confirma a sua eficácia e viabilidade.

**Enquadramento teórico:** O desenvolvimento do coaching para melhorar a qualidade das competências de liderança e gestão dos gestores das organizações empresariais ucranianas é importante para alcançar a estabilidade

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económica na Ucrânia e garantir um ambiente macroeconómico sustentável. Em particular, a utilização do coaching está a tornar-se cada vez mais popular devido ao seu potencial para estabilizar o sector empresarial através de uma gestão eficaz.

**Concepção/metodologia/abordagem:** Durante a redacção do artigo, foram utilizados materiais de publicações periódicas sobre a organização do processo de coaching e a sua disseminação como prática de desenvolvimento de competências de gestão dos gestores de organizações empresariais.

**Conclusões:** O artigo centra-se no funcionamento da economia ucraniana e nas áreas-chave para a utilização do coaching como ferramenta de investimento na melhoria da qualidade da gestão do ambiente empresarial e possível desenvolvimento futuro. A utilização do coaching é uma área prioritária de investigação, uma vez que a aplicação desta prática pode ser um factor de melhoria da qualidade da gestão de uma organização empresarial.

**Implicações para a investigação, práticas e sociais:** Com base nas competências e características de liderança, os gestores de organizações empresariais utilizam meios inovadores de gestão, o que é possível através de programas de coaching. São delineados os aspectos-chave do coaching e as oportunidades para a sua melhoria no contexto do ambiente global. O desenvolvimento de competências de liderança e de capacidades de gestão dos gestores de organizações empresariais servirá como factor de funcionamento sustentável do sector empresarial ucraniano, que se encontra em condições difíceis devido à ameaça de hostilidades.

**Originalidade/valor:** Os resultados do estudo podem ser utilizados pelos gestores modernos das organizações empresariais ucranianas para melhorar as práticas de gestão e garantir a estabilidade do funcionamento das unidades estruturais a nível operacional.

**Palavras-chave:** Sector Empresarial, Coaching, Competências de Liderança, Gestão, Organizações Empresariais, Modelos de Coaching, Planeamento.

## EL COACHING EN EL DESARROLLO DE LAS CUALIDADES DE LIDERAZGO DE LOS DIRIGENTES DE LAS ORGANIZACIONES EMPRESARIALES UCRANIANAS EN TIEMPO DE GUERRA

### RESUMEN

**Objetivo:** El artículo tiene como objetivo analizar el posible desarrollo de las capacidades de gestión y liderazgo de los directivos de organizaciones empresariales mediante modelos variables de coaching, cuya práctica confirma su eficacia y viabilidad.

**Marco teórico:** El desarrollo del coaching para mejorar la calidad de las capacidades de liderazgo y gestión de los directivos de las organizaciones empresariales ucranianas es importante para lograr la estabilidad económica en Ucrania y garantizar un entorno macroeconómico sostenible. En particular, el uso del coaching es cada vez más popular debido a su potencial para estabilizar el sector empresarial a través de una gestión eficaz.

**Diseño/metodología/enfoque:** Durante la redacción del artículo se utilizaron materiales de publicaciones periódicas sobre la organización del proceso de coaching y su difusión como práctica de desarrollo de las competencias de gestión de los directivos de organizaciones empresariales.

**Conclusiones:** El artículo se centra en el funcionamiento de la economía ucraniana y las áreas clave para el uso del coaching como herramienta de inversión en la mejora de la calidad de la gestión en el entorno empresarial y su posible desarrollo futuro. El uso del coaching es un área prioritaria de investigación, ya que la aplicación de esta práctica puede ser un factor de mejora de la calidad de la gestión de una organización empresarial.

**Implicaciones para la investigación, la práctica y la sociedad:** A partir de las habilidades y características del liderazgo, los directivos de las organizaciones empresariales utilizan medios innovadores de gestión, lo que es posible a través de los programas de coaching. Se esbozan los aspectos clave del coaching y las oportunidades de mejora en el contexto del entorno global. El desarrollo de las competencias de liderazgo y las habilidades de gestión de los directivos de las organizaciones empresariales servirá como factor para el funcionamiento sostenible del sector empresarial ucraniano, que se encuentra en condiciones difíciles debido a la amenaza de hostilidades.

**Originalidad/valor:** Los resultados del estudio pueden ser utilizados por los modernos directivos de las organizaciones empresariales ucranianas para mejorar las prácticas de gestión y garantizar el funcionamiento estable de las unidades estructurales a nivel operativo.

**Palabras clave:** Sector Empresarial, Coaching, Habilidades de Liderazgo, Gestión, Organizaciones Empresariales, Modelos de Coaching, Planificación.

## INTRODUCTION

The issue of coaching development plays an important role in improving corporate performance and involves the development of managerial skills of business organization leaders. In times of war, coaching can be useful for improving the management practices of a business organization and ensuring the stability of its structural units. The key aspects of coaching development are related to improving the leadership skills and managerial abilities of the organization's leaders. Moreover, in today's environment, the practice of using coaching can help identify imperfections in certain commercial processes and introduce proven experience from a coach into the management environment. Due to the war, the need for effective organization of corporate activities is becoming increasingly important and requires the coordinated use of practical aspects for the firm. Furthermore, the issue of possible further development of coaching as an investment tool is becoming relevant. In general, considering coaching as an investment tool is the most significant, as it affects the improvement of management skills, which will directly affect the company's corporate policy. In addition, the use of coaching will help provide the company with a proven development methodology that already has experience. Due to the hostilities, most companies in Ukraine do not have significant financial and managerial capacity. Therefore, the use of tools for managing a business organization in such difficult conditions can be solved through coaching. As a rule, coaching involves using the experience of a professional coach to develop your own managerial or commercial skills and achieve certain goals. Using this practice will have a positive impact on the company's overall policy and shape its image in the future. Due to the war, Ukraine has lost most of its economic opportunities, and the state does not have the resources to support the corporate sector, which requires activating the latter through coaching. Therefore, building an effective coaching model and the possibility of its use around the world as a means of business development and economic stabilization in the long term is becoming relevant in Ukraine.

The study aims to analyze the methodology of coaching in the development of leadership qualities of managers of business organizations and identify opportunities to improve the quality of functioning of their corporate institutions. The key task of the study is to analyze the coaching methodology in the development of leadership qualities of managers of business organizations and opportunities to improve the quality of functioning of their corporate institutions. Leadership development through coaching can be one of the highest priority tasks for achieving the set goals since it involves the use of already acquired experience and the possibility of its implementation in a certain economic environment. An important area

of research is the analysis of modern aspects of using coaching as a tool for investing in improving management skills and leadership development. The article focuses on the current economic environment in the corporate sector of Ukraine as a prerequisite for the revitalization of business organizations and the need for highly effective leadership and management skills.

## **LITERATURE REVIEW**

The peculiarities of using coaching as a tool for improving the quality of corporate activities have been studied in modern scientific circles from the point of view of improving the development of management skills. These skills can increase the level of functioning of a corporate institution in the market (Araujo and Scafuto, 2021). Boubaker (2022) studied the issue of coaching and defined it as a tool for sharing experiences to achieve goals. According to Milner (2017), coaching is an investment in improving practical skills or abilities. The peculiarities of using coaching in the modern space are the possibility of developing potential economic relations and improving managerial skills. According to Dahling (2016), the coaching process involves the use of action planning aimed at achieving goals, as well as the variability of a methodology aimed at the result. Dawson (2017) believes that coaching is a learning tool that aims to transfer experience and practical aspects that, if properly utilized, can help achieve competitive goals. Furthermore, researchers believe that coaching can only be effective if goals are set correctly and available resources are assessed. Kunst (2018) believes that a preliminary assessment of the available opportunities and the right choice of development direction are key success factors and can improve the use of available resources to develop one's skills or the corporate unit. According to Lee (2019), the use of coaching is a tool to improve performance and enhance management skills. Typically, coaching is used among managers of large enterprises to improve the functioning of their business. According to Rekunenko (2022), coaching is a tool to stimulate the development of the corporate sector and the introduction of effective tools in management policy. The war in Ukraine has triggered negative processes in the economic space, leading to an economic crisis, financial system instability, accelerating inflation, and intensifying destructive processes in the corporate sector. According to Mihiotis (2016), the use of coaching can be aimed at both developing managerial skills and transforming the corporate strategy of an enterprise. The restructuring of the corporate strategy will be key to the further development of the enterprise. According to Ørsted (2015), an important factor in the implementation of coaching is the development of the potential capabilities of the enterprise through the use of effective management. According to

Mathieu (2017), most enterprises have a clear management hierarchy. Therefore, to improve the performance of the corporate institution itself, it is necessary to focus on improving the level of management skills of top management (Zhou et. al., 2023). In Ukraine, as Levkovych (2022) found, most managers use coaching as a means to develop their management skills and improve performance in the face of global economic instability. The use of this practice provides an opportunity to ensure Ukraine's gradual economic growth and promotes the development of the corporate sector, which is of strategic importance to the state in times of war.

## **METHODOLOGY**

While writing the article, materials from periodicals on the organization of the coaching process and its dissemination as a practice of developing managerial skills of business organization managers were used. To improve the practice of coaching implementation in Ukraine, the author analyzed the reports of corporate institutions that apply coaching in their management activities. In particular, the peculiarities of organizing the work of the financial system and financial market participants were analyzed. The article uses scientific research methods to analyze the theoretical aspect of using a coaching program, as well as practical aspects of its application in the practice of developing leadership and management skills of managers of business organizations. In particular, the use of coaching can be beneficial as a tool for achieving goals in the context of global market growth and the spread of the practice of using such a program as a tool for developing management skills. The author used the search method to analyze modern theoretical studies of models and forms of coaching and the key principles and practices of its implementation. Based on the synthesis method, the practical experience of using coaching among Ukrainian managers was highlighted and the possibilities for further ensuring the development of the corporate sector in the context of global economic and political instability were identified. An important issue for the development of the corporate sector is the possibility of implementing digital infrastructure and using innovative technologies aimed at achieving the goals set in the long term. The use of such technologies can improve the commercial result of an enterprise. Moreover, the research methodology is based on the analysis of practical experience in the implementation and development of coaching in the Ukrainian realities. Based on the methods of induction and deduction, the author analyzed the prospects for the use of coaching in wartime and identified the key advantages of its implementation in the corporate sector. The issue of improving the managerial skills of managers of Ukrainian

business organizations to ensure the functioning of key infrastructure sectors is considered. The proposed methodology makes it possible to highlight the key results of the study aimed at identifying the use of such a practice among Ukrainian managers.

## **RESULTS AND DISCUSSION**

The issue of coaching development and the use of this practice in the business environment is relevant for most developed countries, as it provides an opportunity to improve business and ensure quality business processes based on the experience of coaches. The essence of the concept of coaching is the ability to learn, adjust activities and monitor the implementation of certain business tasks that are directly relevant to improving the development of economic or commercial activities. Furthermore, personal coaching is becoming increasingly popular in the modern world, as it helps to formulate and achieve goals. The use of coaching can contribute to a qualitative improvement in the standard of living and the possibility of improving it in conditions of instability and the need to develop a business or one's standard of living. The concept of coaching is also used as a learning tool that can be used to improve the learning process, as coaching is primarily a process of information exchange. Information is a key element of coaching, as it transfers experience and psychological motivation for business, which can improve the quality of implementation of certain projects or ideas.

Coaching systems in the corporate sector also involve the use of technologies that can improve the quality of implementation and functioning of key business strategies. At the corporate level, coaching is implemented both at the level of a specific operational department and at the level of the company's management. The use of this practice allows to ensure the highest efficiency of a particular operating department and improve its capabilities for further development. Management-level coaching involves optimizing most of the company's business processes based on the experience of a particular corporate entity that has used practices and methodologies to develop its own business. In most cases, this experience is useful for coaching because it is related to business development. The popularity of coaching in the modern world is due to its effectiveness, as the implementation of certain actions usually has common trends in the efficiency of a particular type of business. The key advantages of this process are the availability of digital infrastructure, automation of certain processes, and high-quality organization of key operational departments and structural units that perform the main functions of the enterprise.



A separate area of coaching at the corporate level is marketing, which is constantly evolving and has an advantage over any other area. Firstly, coaching in the marketing activities of an enterprise includes not only the motivational principles of organizing the work of the enterprise but also real cases on the development of advertising campaigns of the enterprise, potential opportunities for mastering new product markets, and the use of tools that have already been mastered by a corporate institution and have a real practical effect when used. Moreover, the search for new customers is the most popular area of coaching for the objects of this process, as this issue is important for the formation of an effective business policy for the enterprise. The issue of using coaching and its real effectiveness is evidenced by successful cases of its implementation and use in the modern world. This confirms the possibility of improving not only the principles of business process organization but also gaining real commercial experience. Coaching can improve the performance of the operational department that deals with the use of e-commerce and process automation. Most enterprises have problems in this aspect because the high-quality use of e-commerce and process automation can reduce the costs of the enterprise for targeted activities and be of strategic importance in its implementation under the policy of the business institution.

The war in Ukraine in 2022 triggered transformational processes in the corporate sector around the world. Firstly, due to the European Union's sanctions policy, the need to find new markets and supplies has become a top priority. Therefore, focusing on coaching processes has become even more popular in Europe. As for Ukraine's experience, establishing an effective corporate sector has become one of the country's top strategic priorities because Ukraine's GDP has halved. According to the World Bank's forecast, Ukraine's potential economic opportunities have become much smaller. Therefore, ensuring the functioning of the corporate sector has become one of the most important tasks. In particular, modern methods such as coaching were used to improve the quality of work. This allowed not only for the use of corporate institutions as a tool for achieving the strategic policy of the state, but also to effectively conduct commercial economic activity in the conditions of war. Moreover, the unstable economic situation and rapidly rising inflation require enterprises to develop effective business strategies and need to ensure the viability of the Ukrainian corporate sector and a complete restructuring of corporate strategy.

The key task in coaching Ukrainian institutions is to stabilize the banking system, use European experience to diversify commodity markets and develop the corporate sector, and apply economic policies to support its development. In particular, Ukraine's financial system is

in a state of recession, which requires optimal management and efficient optimization of available financial resources to ensure the continued functioning of key sectors of the economy. The war has created a problem in ensuring the effective functioning of public infrastructure and logistics supplies. Most logistics companies and transport and utility institutions in Ukraine used coaching programs to improve the quality of digital infrastructure development, which was a priority during the hostilities. This is because the issue of logistics and transportation is a priority for the corporate sector. Therefore, the use of coaching has become a popular practice in the transportation sector in the Ukrainian segment. In particular, with the help of the European Union's experience, Industry 4.0 technologies were introduced and automation tools were used to plan transport corridors and routes. The key principle of using coaching was the ability to introduce innovative digital technologies that made it possible to simplify and secure most corporate business processes, which had a direct impact on the economic environment of Ukraine.

The war has triggered transformational processes in Ukraine, which has led to increased requirements for the quality of the corporate sector, its integration into the global market, and the spread of digital technologies. The key sectors of the economy can only be supported by them. Важливим фактором такої діяльності стало використання спеціальних методів та засобів коучингу, які можна умовно назвати моделями. An important factor in this activity was the use of special coaching methods and tools, which can be conditionally called techniques or methods. Coaching models are entire complexes aimed at using a certain set of tasks to achieve pre-planned goals. For example, the following key models were used in Ukraine during the war, as shown in Table 1.

Based on the models shown in Table 1, the GROW model has become the most popular. It involves the introduction of requirements for the implementation of four key blocks in corporate activities: variability, intentions, goals, and the reality of their achievement. Building a coaching program based on the four blocks was of strategic importance for the corporate sector. Their use allowed to improve the quality of corporate sector functioning and provide potential opportunities for further economic development. Any coaching model in Ukraine during 2022 was aimed at creating an economic zone of stability and ensuring the vital activity of companies in conditions of maximum instability and threats to physical and commercial functioning. An important factor in the development of Ukrainian companies was learning to partially diversify their activities, including improving investment activities and implementing a policy of integration into new product markets.



Table 1. Characteristics of popular coaching models

Traditional coaching	The GROW model	The AOR model
Motivation, management, and organization of business processes through mentoring.	The ability to set the right goals and have the means to realize them.	Goals and objectives; involves building an effective system of values for further achievement and emulation.
Ensuring the exchange of information and its implementation in practice.	The reality of achieving the goal; conducting a preliminary analysis of the feasibility of achieving the goal; availability of resources, etc.	It involves active work to achieve the set goals and control the effectiveness of such work
Control of emotional and psychological state.	Variability and intentions; involve finding alternative options to achieve goals and checking the manager's intentions.	Efficiency, the ability to analyze the results obtained, adjust goals and the sequence of their achievement

Source: Prepared by the authors (2023).

This has become a key factor in ensuring sustainable economic growth and creating conditions for maintaining and strengthening the competitiveness of Ukrainian companies in the international market. As a result of mass migration from Ukraine, the prospects for further development of companies in the domestic market have become rather dubious. Therefore, it became important to find new opportunities for growth and profit. The use of the coaching complex has become a factor in improving the performance of Ukrainian companies in the face of economic instability.

The use of European technologies and digital tools, which enabled the transfer of most processes to the cloud environment without the need for special infrastructure in Ukraine, was a key factor in the business's ability to operate. Most Ukrainian banks followed this practice. Before the full-scale invasion, Privatbank and Universal Bank used the experience of foreign banks in relocating their own data centers to Europe. Moreover, the ability to introduce digitalization into other corporate institutions has become a key basis for successful business development. The use of coaching in this regard has become the most effective, as it requires an understanding of operational processes, the specifics of implementing such mechanics, and the ability to support them. In Ukraine, the use of coaching has become a massive trend for businesses regardless of their income and size. Ensuring business stability is a priority and requires efficient use of resources. This is possible through coaching and the use of the experience of foreign companies. Corporate-level coaching is widespread in Ukraine, especially among small and medium-sized businesses. The use of a specific business style and methods of organizing business processes is an important factor in ensuring efficiency and rational allocation of resources in times of war.

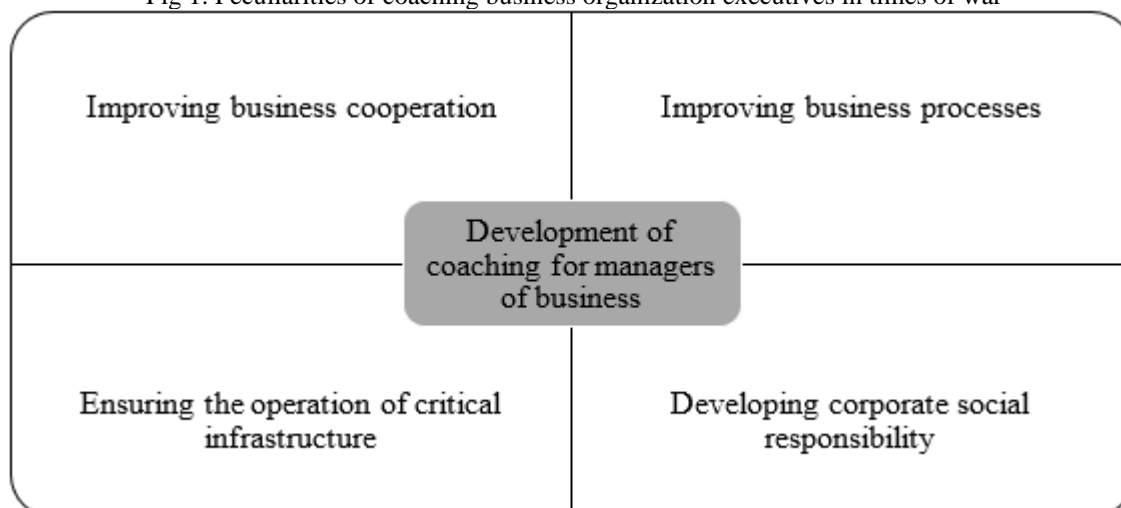
A negative factor for Ukraine was the geographical diversification and uneven location of the business, as most companies and institutions moved their offices to the western regions

of the country, while central Ukraine and many other regions were left without corporate infrastructure, which negatively affects the country's economic opportunities. In such circumstances, the use of coaching can be important for public authorities, which can motivate the corporate sector to conduct business processes in territories with a low threat of hostilities. The economic recovery of the regions is a top priority for both the government and the corporate sector. Despite the wide diversification of Ukrainian companies' activities, Ukraine's economic space requires capital circulation within the country. In such circumstances, there is a need to develop its economic space and improve the functioning of the corporate sector.

Leaders of Ukrainian business organizations use coaching services to improve their motivational capabilities and business skills. The availability of high-quality human resources among senior management is also an important factor in planning an effective corporate sector. Therefore, a significant number of Ukrainian business leaders need to use any opportunity to develop their ability to manage business processes in the face of war and conduct business effectively. Coaching can be a tool for improving professional skills and a means of gaining new experience, which is what the Ukrainian corporate sector needs. The most favorable economic environment can be created if resources are allocated efficiently and used rationally. The key principles of the Ukrainian corporate sector managers' activities were the use of European companies' practices in integrating into the wartime environment. In particular, the possibility of improving business policy is a top priority for each of them, as improving such activities will serve as a factor in the development of the economy and the possibility of further improvement in the long run. The specifics of the activities of Ukrainian business leaders can be divided into four key areas, as shown in Figure 1.

These trends show that an important factor was the increase in the level of social responsibility. It is becoming a prerequisite for ensuring the stability of the Ukrainian economic space and the possibility of an effective economic policy under the threat of hostilities. Improved cooperation between business and corporate institutions has been a factor in business development opportunities, eliminating any artificial competition and promoting greater development of general partnerships without signs of market monopolization. Business processes are improved through the use of digital technologies and their application to improve key aspects of doing business and meet modern challenges. Coaching for the leadership of business organizations also includes programs that address issues such as operations, logistics, and the ability to operate in an uncertain global environment. This requires securing critical infrastructure, investments, and appropriate development projects.

Fig 1. Peculiarities of coaching business organization executives in times of war



Source: Prepared by the authors (2023).

In general, the issue of coaching for Ukrainian executives is quite closely intertwined with the organization of the corporate sector and its transformation into a single mechanism that relies on economic, information, and cyber attacks by the aggressor country. The entire corporate sector is focusing its efforts on improving its business processes and modernizing its commercial development activities with the subsequent possibility of diversifying its activities, as well as on improving the use of digital technologies. Implementation of the European Union's experience is a key factor for the successful development of Ukrainian companies and can become a qualitative tool for further development of the Ukrainian corporate sector and a catalyst for economic development. The use of coaching should be implemented to improve professional competence, develop management skills of senior business management, and be introduced into operational and structural units of the enterprise to improve their performance and develop the potential of employees. The use of such practices can improve the quality of further development of the Ukrainian corporate sector and bring Ukraine closer to victory.

Thus, based on the study, the prospect of further discussions should be to improve the quality of implementation of the coaching methodology not only in the Ukrainian space but also in general. The main principles of building effective coaching are the qualitative principles of program development, the use of mentoring, and information exchange aimed at developing corporate relations and practical activities. Moreover, the issue of coaching development is relevant to lead business sectors, as well as small and medium-sized enterprises. As a rule, coaching is used primarily to guide business organizations to improve the quality of their management and implement transformational processes. This will help to increase the overall efficiency of the business. To achieve this goal, it is necessary to study the peculiarities of

building business processes, using special infrastructure and advanced technologies used by industry leaders. The use of such a policy will help modern enterprises develop their segment of the economic space and increase their influence on the global market. In general, the demand for the development of digital infrastructure and its use in practice is constantly growing owing to the key advantages it offers.

The results of the study indicate that in an unstable economic situation, Ukrainian managers use coaching as a means of developing their managerial skills. They apply it to enhance the performance of operational units and transform the overall corporate strategy of the enterprise. Further research should analyze the peculiarities of coaching's impact on the development of an enterprise's corporate strategy since in general, coaching can both improve and partially transform it. Therefore, the introduction of coaching is quite popular in business development, as it helps to open up opportunities for mastering new product markets. Analytical research on the relationship between the quality of coaching and the ability to transform business processes is a priority. Such a policy reflects the specialized work of certain structural units and the high-quality, well-established work of top management. The issue of building a business in times of war remains an important aspect, as it requires efficient allocation of resources to ensure logistics supply, the ability of enterprises to operate in the Ukrainian reality, and resilience to global economic and political instability.

One of the most important topics for coaching is the development of corporate social responsibility, which is of strategic importance for Ukraine and for the future of the corporate sector in general. Therefore, management should define the goals of corporate social responsibility as a long-term business goal and focus on the development of this area. The use of such a policy for building and operating a business institution will have a positive impact on the future activities of the economic sphere and can improve some business processes aimed at fulfilling social responsibility functions. This policy will also contribute to the development of its human capital. Human capital development is a priority for any successful company. It forms the basis for the development and provision of opportunities to improve positions in a competitive market. The issue of coaching remains open and requires further research both in theory and practice. It is important to take into account the current conditions of economic instability, the spread of inflation, and the need to transform the corporate strategy of the enterprise and the skills of business leaders.

## CONCLUSION

Based on the study, it can be concluded that coaching provides a set of tools for the development of a business organization by improving the leadership and management skills of managers. In addition, coaching can be used as a targeted tool for a corporate institution or its department. This is a fairly popular practice, and this aspect can have practical results in the context of the rapid development of digital technologies and the transformation of approaches to business organizations. When planning or using coaching, various models of its implementation are used, the most popular of which are the traditional model, the GROW model, and the AOR model. The use of such models involves following clear principles that provide for the rational setting of goals and ways to achieve them. The variability in the use of coaching models is due to an individual approach to the top management and organization of business processes of a particular corporate institution. Ukraine's experience shows that in the context of global economic instability, which is mainly caused by external factors, the use of coaching can create positive conditions for further economic development and serve as a factor in stabilizing the country's macroeconomic environment. The introduction of coaching in the management of business organizations is a factor in ensuring the implementation of policies aimed at achieving long-term goals. Moreover, it can improve the effective distribution of these goals among structural units and become a factor in improving the quality of the company's operations. An important direction of coaching is the exchange of information and practical experience that contributes to the development of certain processes. This practice is aimed at improving the development and operation of a business organization. Today's leaders use coaching services to develop their abilities and improve their skills in managing an organization in the face of political and economic instability, which helps them successfully face challenges and maintain business stability. In general, the practice of using coaching should be based on some principles and promote cooperation between business processes and management. Since the key task of the head of a business organization is to effectively establish business processes, coaching can help achieve this goal. In most cases, the challenge of coaching is to successfully implement the experience gained in your own business. The most suitable activity for the introduction of digital technologies and innovations is the one that can have a qualitative impact on the operational component of the business and bring real commercial results in the long run. Thus, the use of coaching for Ukrainian executives during the war has become a practical means of ensuring the functioning and vital activity of business organizations.

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