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ORGANIZATIONAL COACHING, HR CONSULTING AND SOFT SKILLS DEVELOPMENT AS STRATEGIC TOOLS OF HR MANAGEMENT IN IT COMPANIES IN THE CONTEXT OF CHANGE LEADERSHIP, ETHICS AND INTEGRITY

This article examines the theoretical, methodological, and practical foundations for building competitive advantages for IT companies through the development of employees' soft skills and the integration of organizational coaching and HR consulting into the strategic HR management system in the context of digital transformation and change management. It is argued that human capital is a key strategic resource for ensuring the competitiveness of the IT business in a highly dynamic external environment. A conceptual model for integrating the development of soft skills, organizational coaching, and HR consulting is proposed, and their impact on adaptability, innovation, the effectiveness of personnel management, and organizational resilience to change is identified. The practical value of the findings lies in the ability to apply the proposed approaches when developing HR strategies, personnel development programs, and change management systems in IT companies.

Keywords: HR management in IT, organizational coaching and consulting, soft skills, leadership and team building, strategic management in IT, digital transformation, change management, ethics and integrity.

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ОРГАНІЗАЦІЙНИЙ КОУЧИНГ, HR-КОНСАЛТИНГ І РОЗВИТОК SOFT SKILLS ЯК СТРАТЕГІЧНІ ІНСТРУМЕНТИ HR-МЕНЕДЖМЕНТУ В ІТ-КОМПАНІЯХ В УМОВАХ УПРАВЛІННЯ ЗМІНАМИ, ЕТИЧНОСТІ ТА ДОБРОЧЕСНОСТІ

У статті досліджено методологічні, теоретичні та практичні підходи щодо посилення конкурентних позицій ІТ-компаній завдяки розвитку м'яких навичок працівників, а також інтеграції HR-консалтингу та організаційного коучингу у систему стратегічного HR-менеджменту в умовах динамічних цифрових трансформацій із дотриманням вимог доброчесності та етики ведення бізнесу. Актуальність дослідження обумовлена посиленням значення та ролі людського капіталу як одного із основних ресурсів формування конкурентоспроможності фірм у цифровій економіці. Динамічні трансформації та посилення функціоналу цифрових технологій, пришвидшення організаційних змін та підвищений попит на продукти інноваційної діяльності вимагають від ІТ-сектору запровадження сучасних, актуальних підходів щодо HR-менеджменту, які були б спрямовані на посилення компетентностей працівників, здатності до швидкої адаптації та стійкості бізнесу у довгостроковій перспективі.

Метою дослідження є формування концептуальної моделі посилення конкурентних переваг ІТ-фірм завдяки комплексному поєднанню та розвитку soft skills, організаційного коучингу, а також HR-консалтингу у систему HR-менеджменту.

Методологічна основа дослідження поєднує системний, компетентнісний, процесоорієнтований та стратегічний підходи до управління. У статті використовуються методи теоретичного узагальнення та наукової абстракції для ідентифікації концептуальних основ із формування та посилення конкурентних переваг, а також стратегічного HR-менеджменту. У дослідженні застосовуються методи теоретичного узагальнення та наукової абстракції, порівняльного аналізу, систематизації та класифікації, логіко-структурного аналізу, концептуального моделювання.

Отримані результати засвідчують залежність рівня конкурентних переваг ІТ-компаній не тільки від технологічних можливостей, але, перш за все, від формування, розвитку та якості людського капіталу, а також доводять, що розвиток та посилення конкурентних переваг ІТ-компаній дедалі більше будуть залежати від ступеня формування лідерських якостей, навичок комунікації, емоційного інтелекту, здатності до командної роботи, креативності, адаптування, критичного мислення та інших компетентностей, які задіяні при вирішенні проблем, що посилюють гнучкість компаній, залученість працівників та сприятиме формуванню та розвитку інноваційного потенціалу.

Практичне значення проведених досліджень полягає у можливості використання отриманих результатів під час формування корпоративних HR-стратегій, спеціальних програм із розвитку лідерства, систем щодо управління компетентностями, ініціативних проєктів із організаційного коучингу, консалтингових і трансформаційних програм. Пропоновані заходи рекомендаційного характеру здатні допомогти топ-менеджерам, консультантам, грант-райтерам, HR-менеджерам у формуванні інтегрованих стратегій із розвитку людського капіталу, що посилюватимуть формування сталого організаційного зростання, цифрової зрілості та конкурентного позиціонування ІТ-фірм в умовах посилення розвитку та глобалізації цифрової економіки.

Ключові слова: HR-менеджмент в ІТ, організаційний коучинг та консалтинг, soft skills, лідерство та командування, стратегічне управління в ІТ, цифрова трансформація, управління змінами, етичність та доброчесність.

Problem Statement. The rapid digitization of the economy, the spread of artificial intelligence, cloud services, and business process automation, as well as the globalization of the information technology market, are significantly transforming approaches to human resources management in IT companies. Whereas technological resources were once considered the primary factor in competitiveness, human capital is now becoming increasingly important – capital that can quickly adapt to change, generate innovation, work in multidisciplinary teams, and ensure effective collaboration in remote and hybrid work environments.

The nature of IT companies' operations creates a high demand not only for specialists with strong technical competencies (hard skills) but also for employees with well-developed general competencies – soft skills – that include

communication, emotional intelligence, critical thinking, adaptability, creativity, the ability to collaborate, conflict management, self-organization, and leadership. It is precisely these competencies that determine the effectiveness of complex IT projects, the level of collaboration between teams, the quality of managerial decision-making, and the organization's ability to respond quickly to the challenges of the digital environment.

In the current context of HR management development, there is a gradual shift from traditional administrative functions of personnel management toward strategic talent management, competency development, and the fostering of a corporate culture of continuous learning. In this context, organizational coaching and HR consulting tools are becoming increasingly relevant, as they ensure the

comprehensive development of employees, management teams, and leaders at all levels.

Organizational coaching is aimed at unlocking employees' potential, developing leadership competencies, increasing accountability for performance results, and fostering a culture of collaborative partnership. Unlike traditional training, coaching techniques encourage independent problem-solving, the development of reflection, adaptability, and continuous professional improvement. At the same time, HR consulting provides methodological support for the transformation of human resources management systems, the optimization of HR processes, the development of competency models, employee evaluation systems, talent development programs, and strategic human resources planning. These approaches are particularly relevant in the operations of IT companies, where the pace of technological change far exceeds the rate at which professional knowledge is updated, and organizational effectiveness increasingly depends on teams' ability to learn quickly, adapt to new conditions, and collaborate effectively with one another. Under such conditions, leadership ceases to be exclusively the function of a manager and takes on the characteristics of a collective process based on trust, mutual support, knowledge sharing, and collaborative decision-making.

Despite a significant body of research devoted to individual aspects of soft skills development, organizational coaching, HR consulting, or digital leadership, contemporary academic literature has not devoted sufficient attention to a comprehensive study of the interrelationship between these components within a unified system of strategic HR management for IT companies. Most existing scholarly works examine these tools in isolation, without considering their synergistic impact on building effective teams, developing organizational culture, increasing employee engagement, and ensuring the long-term competitiveness of IT companies.

In this regard, there is a need to develop an integrated scientific and methodological approach that combines the capabilities of organizational coaching, HR consulting, and soft skills development into a unified system of strategic HR management focused on leadership development, strengthening team collaboration, and enhancing the organizational effectiveness of IT companies in the context of digital transformation.

Analysis of Recent Research and Publications. Issues related to strategic HR management, organizational coaching, HR consulting, the development of soft skills, leadership, and teamwork are the subject of active research by both foreign and domestic scholars. Contemporary scholarly works indicate a gradual shift from traditional models of human resource management toward people-centered concepts of human capital development, aimed at enhancing organizational effectiveness, innovation, and adaptability.

The theoretical foundations of organizational coaching and its impact on employees' professional development were primarily established in the works of A. Grant [1], J. Whitmore [3], and P. Hawkins. [2] A. Grant's research demonstrated the positive impact of coaching on achieving set goals, developing metacognitive abilities, and

improving employees' psychological well-being, thereby confirming the effectiveness of the coaching approach as a tool for developing human potential [1]. J. Whitmore made a significant contribution to the development of the modern concept of organizational coaching by establishing the principles of a coaching-style management approach focused on developing employees' sense of responsibility, autonomy, and leadership competencies [3]. These ideas were further developed in the work of P. Hawkins and N. Smith, where coaching, mentoring, and organizational supervision are viewed as interconnected tools for the development of teams, leaders, and organizations as a whole [2].

The fundamental principles of strategic HR management were formulated in the works of D. Ulrich, who was one of the first to propose the concept of HR as a strategic business partner and defined new roles for HR departments in creating added value for the organization [5]. The ideas of strategically integrating HR functions with business objectives have become the foundation of modern human capital management models, which are actively used in the high-tech sector of the economy. The issues of developing team collaboration and organizational learning have been thoroughly explored in the works of A. Edmondson, who substantiated the concepts of "teaming" and psychological safety as prerequisites for effective collaboration, innovation, and organizational learning [4]. Her approach has become particularly relevant for IT companies whose operations are based on cross-functional collaboration, Agile methodologies, and project management.

A separate area of contemporary research is dedicated to the development of soft skills as a key factor in professional competitiveness and team effectiveness. For example, O. Glazunova, T. Voloshyna, and V. Korolchuk proposed methodological approaches to developing and assessing the soft skills of future IT professionals, emphasizing the development of communication, managerial, and cognitive competencies [8]. Y. Yasenchuk and L. Bondarchuk reached similar conclusions, defining soft skills as one of the key components of the professional competitiveness of modern managers [9]. At the same time, research by L. Semirga, V. Khomin, N. Kaziuka, and V. Humeniuk demonstrates the feasibility of a competency-based approach to training specialists, confirming the effectiveness of integrating universal competencies into the vocational education system [6].

In Ukrainian academic literature, the topic of organizational coaching within the HR management system is actively researched by O. Dyakiv [11], Y. Vedenina, L. Sakun, L. Riznychenko, M. Kovalenko [10], G. Miroshnychenko [12], A. Kholodnytska, A. Bondarenko [13], V. Nagorny, and O. Ruban [14]. Their works focus on the role of coaching in developing staff competencies, improving HR processes, increasing the efficiency of business processes, supporting organizational change, and fostering the professional development of employees. A synthesis of these studies indicates the growing role of coaching techniques in modern human resource management systems; however, most authors analyze them primarily as a standalone HR tool, without a comprehensive integration with HR consulting and the development of soft skills.

Contemporary researchers devote significant attention to the development of consulting activities and their role in the digital transformation of enterprises. The works of M. Salun, V. Murakhovsky, and V. Pedchenko [15] systematize the content, types, and functions of IT consulting [17], while O. Iliencko, M. Masesov, and E. Solovyov view IT consulting as one of the key factors in the strategic development of international companies [16]. Further development of this topic is presented in the work by I. Kogut, O. Derkutsa, and O. Falshovnyk [17], which substantiates the role of modern information technologies in the consulting business and digital management of organizations. O. Motuzka's study [20] complements these approaches with an analysis of the professional role of a consultant in the activities of international consulting firms.

The relevance of integrating modern HR tools with digital technologies is also confirmed by studies devoted to IT project management and digital transformation. In particular, the work by M. Matsola, N. Kaziuka, Ye. Sheketa, and K. Koliedina justifies the use of modern tools, models, and methods for managerial decision-making in the field of IT project management [18], and it identifies strategic priorities for digital project management and the development of the IT sector in an unstable economic environment [19]. Furthermore, M. Limanets emphasizes the need for systematic training of management teams at IT companies as a key factor in their adaptation to technological changes [7].

Despite a substantial body of research examining soft skills, HR consulting, organizational coaching, and strategic HR management in general, these concepts are, in the vast majority of cases, studied separately. Consequently, there is a lack of an integrated approach that would systematize all of the above-mentioned components into a unified framework for strategic HR management in IT companies, and the need to develop a comprehensive methodological framework for studying the synergistic impact of these elements on determining the competitive position of organizations in the dynamic context of digital transformation and change management constitutes a key gap in the scientific literature, which is precisely explored in this article.

Purpose of the Article – to provide a theoretical rationale and develop an integrated conceptual model for the use of organizational coaching, HR consulting, and soft skills development as strategic HR management tools in IT companies to foster leadership development, enhance team collaboration, and increase organizational effectiveness in the context of digital transformation.

Research methods. The methodological foundation of the study consists of systemic, competency-based, and process-oriented approaches to human capital management in the context of digital transformation. To achieve the set goal, a set of general scientific and specialized research methods was used, including: the method of theoretical generalization and scientific abstraction – to examine the theoretical foundations of building competitive advantages for IT companies and developing human capital; systemic analysis – to identify the interrelationships between the development of soft skills, organizational coaching, HR consulting, and the effectiveness of HR management;

comparative analysis – to summarize contemporary approaches to human capital development in the IT sector; the classification and systematization method – to structure key soft skills and tools for organizational coaching and HR consulting; the structural-logical method – to substantiate the interrelationships between digital transformation, change management, and human capital development; the conceptual modeling method – to develop an original model for building competitive advantages for IT companies by integrating the development of soft skills, organizational coaching, and HR consulting into a strategic HR management system; the graphical method – to visualize the proposed conceptual model and interpret the results obtained.

Presentation of the Main Research Results. The dynamic processes of the economy's digital transformation have fundamentally changed approaches to HR management; this is particularly evident in the information technology sector, where human resources are a core strategic asset. Unlike other sectors of economic activity, where competitive advantages are primarily driven by production capacity or physical resources, IT firms rely in their operations, first and foremost, on the intellectual potential of their employees, their capacity for creativity and innovation, their ability to learn quickly, and their effective teamwork. Under these conditions, the concept of HR management is transforming from an administrative function that supports personnel processes into a strategic tool for corporate planning, organization, and management, which directly contributes to the achievement of companies' long-term goals.

The development of digital technologies, the widespread use of artificial intelligence, big data, cloud services, HR process automation, and workforce analytics have led to the emergence of a new paradigm in human resource management – Strategic Digital HR Management [7]. Within this framework, HR departments not only perform functions such as recruitment, onboarding, and employee evaluation, but also participate in shaping corporate strategy, developing organizational culture, managing change, and ensuring the continuous professional development of employees.

A distinctive feature of modern IT companies is the rapid obsolescence of professional knowledge. According to estimates by international research organizations, a significant portion of technical competencies requires updating just a few years after they are acquired. This necessitates the creation of a culture of continuous learning within organizations, which involves the systematic development of both professional and general competencies among employees.

In this context, the concept of the "Learning Organization" is becoming increasingly important; under this concept, an organization is viewed as a system that constantly generates, accumulates, and disseminates knowledge among employees. For IT companies, this model is particularly relevant, as the implementation of most projects requires intensive team interaction, cross-functional collaboration, and the rapid exchange of information.

One of the key trends in recent years has been the

adoption of Agile HR models, which are based on the principles of flexibility, adaptability, rapid decision-making, self-organizing teams, and a focus on employee needs [12, p. 179]. Unlike traditional bureaucratic models of human resources management, Agile HR involves continuous feedback, short performance evaluation cycles, individualized career development paths, and the active use of coaching approaches.

At the same time, the digitization of HR processes contributes to the active development of HR Analytics and People Analytics, which enable the use of large datasets to forecast employee turnover, evaluate training effectiveness, identify employee motivation factors, and model HR risks. The use of analytical tools ensures more informed managerial decision-making and enhances the effectiveness of strategic human resource management. At the same time, the automation of HR processes does not diminish the importance of the human factor. On the contrary, as the level of digitalization increases, so does the need to develop competencies that cannot be fully replaced by artificial intelligence technologies. These include emotional intelligence, critical thinking, creativity, interpersonal communication, adaptability, collaboration,

conflict management, and leadership. It is precisely these competencies that form the foundation of modern soft skills, which increasingly determine the success of IT projects [9].

In this regard, modern HR management is taking on a people-centered character. The primary focus is not only on developing employees' professional competencies but also on creating a supportive organizational environment, fostering psychological safety, developing corporate culture, stimulating innovation, and ensuring a high level of employee engagement. It is in this context that organizational coaching and HR consulting serve as complementary tools capable of ensuring the comprehensive development of IT companies' human capital [13, 17]. Therefore, a modern HR management system for IT companies needs to be based on the integration of digital technologies, strategic talent management, the development of soft skills, coaching practices, HR consulting, and people-centered leadership models. Only such integration ensures an organization's ability to respond effectively to rapid changes in the external environment, support innovative development, and build sustainable competitive advantages (Table 1).

Table 1

The Evolution of HR Management Concepts in IT Companies

Concept	Main Focus	Key Tools	Expected Result
Traditional HR	HR Administration	Recruitment, HR record-keeping, monitoring	Meeting staffing needs
Strategic HRM	Aligning HR with Business Strategy	Talent Management, competency-based approach	Enhancing competitiveness
Digital HR	Digitization of HR Processes	HRIS, HR Analytics, AI, automation	Streamlining HR processes
Agile HR	Flexible Workforce Management	Scrum, Kanban, Continuous Feedback	Improving team adaptability
Human-Centered HR	People-Centric Management	Coaching, soft skills development, Employee Experience	Organizational effectiveness and innovation

Source: compiled by the authors based on [7, 8, 17, 19].

The current stage of development in the IT sector is characterized by a shift from personnel management – which focused primarily on administrative functions – to comprehensive human capital management, in which employees are viewed as a strategic resource for innovative development. Under these conditions, traditional HR management tools no longer provide the necessary flexibility and speed to respond to changes in the business environment. This has led to the active implementation of organizational coaching and HR consulting as complementary mechanisms for developing personnel, leadership potential, and team effectiveness.

Organizational coaching is now viewed not as a separate professional development technique, but as a management philosophy aimed at fostering a culture of continuous learning, accountability, autonomy, and collaborative partnership [10, 12, 13]. Unlike traditional mentoring or consulting, coaching does not involve providing ready-made solutions but rather creates conditions under which an employee or team

independently identifies the most effective ways to achieve their goals. This is precisely why the coaching approach is particularly relevant in IT companies, where the pace of change, the project-based nature of work, and the high degree of team autonomy require the development of skills in self-organization, critical thinking, adaptability, and decision-making.

Compared to coaching, HR consulting has a significantly broader scope of organizational application and contributes to the improvement of a unified HR management framework in organizations across various fields of activity, including the information technology sector [15, p. 533]. It comprises functional tools that include auditing HR processes, creating and refining competency models, implementing talent management systems, evaluating employee performance levels, optimizing HR management processes, establishing and developing corporate compliance, and supporting organizational transformations. Indeed, modern IT companies are increasingly integrating HR consulting into

their strategic management systems, thereby ensuring a high level of alignment between HR policy and the company's strategic business objectives.

An interesting feature of the modern concept is the gradual «blurring» of the boundaries between HR consulting and organizational coaching. Today, these tools form a unified framework for human capital development, unlike in previous periods when they were applied separately from one another. At its core, HR consulting defines strategic approaches to building and developing an HR management system, facilitates the development and maintenance of competency models, and assesses whether companies need employees with specific sets of competencies, while organizational coaching focuses on ensuring the practical implementation of such programs by supporting and developing leadership competencies, teamwork, employee engagement, and accountability.

Thus, it can be concluded that the integration of organizational coaching and HR consulting is capable of producing synergistic results, including the stimulation of

employees' professional development, the enhancement of their motivation, the improvement of team collaboration productivity, and the fostering of an innovative organizational culture. Through comprehensive implementation, this toolkit will not only drive the development of employees' individual competencies but also facilitate innovative transformational processes within an integrated human resources management system aligned with the strategic business goals of IT companies.

Based on the results of the analysis, we suggest considering the relationship between HR consulting and organizational coaching as a sequential management process in which strategic planning for personnel development is combined with the practical implementation of competency development programs. Unlike existing approaches, the proposed concept envisions a cyclical process of human capital development, continuous feedback, and evaluation of achieved results, which ensures the continuous improvement of the human resources management system (Table 2).

Table 2

**A Comparative Analysis of Organizational Coaching and HR Consulting
in the HR Management System of IT Companies**

Criterion	Organizational Coaching	HR Consulting	Integrated Approach
Primary Objective	Developing the Potential of Employees	Improving the HR System	Comprehensive development of human capital in line with the company's strategy
Target	Employee, Team, Manager	HR processes and policy, organizational structure	Employees, teams, and the HR management system
Key Tools	GROW, CLEAR, OSCAR, Team Coaching	HR audit, competency mapping, talent management	Comprehensive use of coaching and consulting techniques
Expected Outcome	Enhancing Competencies, Motivation, and Accountability	Optimizing HR processes, improving the effectiveness of HR policy	Sustainable development of human capital, leadership, and teamwork
Strategic Impact	Improving Individual and Team Performance	Aligning HR with business strategy	Increased organizational effectiveness, competitiveness of the IT company

Source: compiled by the authors.

I

n the digital economy, human capital increasingly determines a company's competitiveness, especially in the information technology sector, where the success of projects depends not only on employees' professional training but also on their ability to collaborate effectively, adapt to change, generate innovative solutions, and work in multidisciplinary teams. That is why the development of soft skills is now considered one of the key strategic priorities of HR management in IT companies.

The rise of hybrid and remote work models, as well as the use of global teams and international projects, further increases the importance of communication skills, intercultural interaction, emotional intelligence, and digital communication. Under these conditions, the development of soft skills ceases to be a secondary function of staff training and becomes a strategic tool for ensuring organizational resilience, fostering a culture of innovation, and building long-term competitive advantages.

At the same time, an analysis of current scientific approaches reveals the absence of a unified classification of soft skills for the IT sector. Some authors group competencies by functional criteria, while others do so according to psychological characteristics or competency models from international professional organizations.

Such a diversity of approaches complicates the development of a comprehensive staff development system and the evaluation of the effectiveness of professional development programs. To address this gap, the authors propose a classification of soft skills that takes into account the specific nature of IT companies' activities, current trends in digital transformation, and the needs of strategic HR management.

Unlike existing approaches, the proposed classification groups competencies not only by content but also by their functional role in shaping organizational effectiveness (Table 3).

Table 3

The Author's Classification of Soft Skills Among IT Company Employees

Competency Groups	Key Components	Organizational Benefits	HR Development Tools
Communication	business communication, active listening, negotiation, presentation skills	Improved team collaboration and effective client engagement	Team Coaching, Training, Facilitation
Personal	emotional intelligence, adaptability, stress resilience, self-organization, time management	Increased resilience to change and productivity	Executive Coaching, Individual Development Plans
Cognitive	critical thinking, systems thinking, analytical skills, creativity	Improved quality of managerial and technical decisions	Problem-Solving Workshops, Design Thinking
Management	leadership, delegation, decision-making, mentoring, coaching-style management	Development of leaders and talent pipelines	Leadership Coaching, HR Consulting
Teamwork	collaboration, trust, conflict management, mutual support	Enhanced effectiveness of Agile teams	Team Building, Scrum Coaching
Innovation	entrepreneurial thinking, openness to change, digital literacy, continuous learning	Fostering a culture of innovation	Learning & Development, HR Analytics

Source: compiled by the authors.

An analysis of the proposed classification shows that individual groups of competencies do not exist in isolation but form an interconnected system of human capital development. In this regard, the strategic development of soft skills should be carried out as a continuous cycle integrated into all core HR processes – from recruitment and onboarding to performance evaluation, talent pool development, leadership potential development, and career planning. This approach not only enhances employees'

professional readiness to perform their current tasks but also ensures the organization's long-term adaptability to technological and market changes.

To integrate these components, the authors propose a conceptual model titled «Strategic Coaching Leadership Framework for IT Companies», which illustrates the interrelationship between HR consulting, organizational coaching, soft skills development, leadership, team collaboration, and organizational effectiveness (Fig. 1).

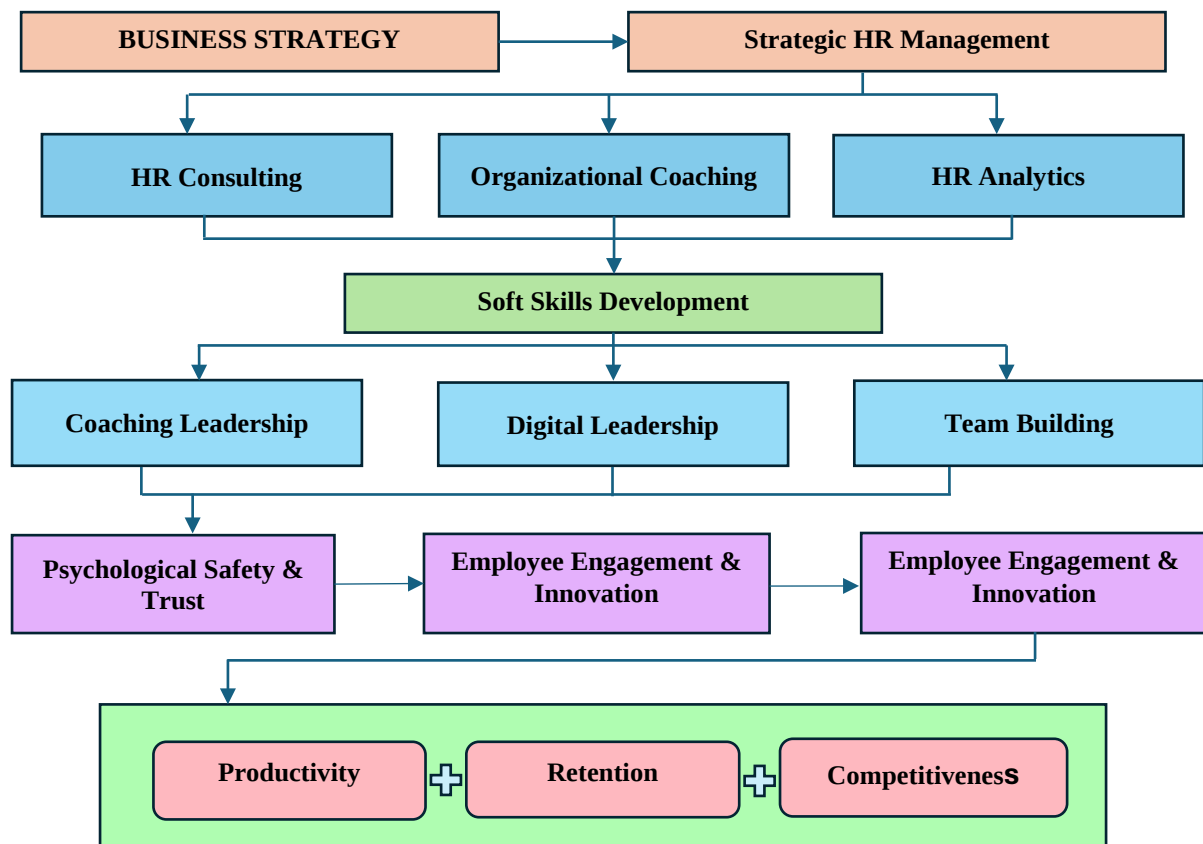


Fig. 1. The authors' integrated model: Strategic Coaching Leadership Framework for IT Companies

Source: compiled by the authors.

Thus, the proposed Strategic Coaching Leadership Framework for IT Companies is an original, integrated conceptual model that combines tools from strategic HR management, organizational coaching, HR consulting, soft skills development, digital leadership, and team building into a unified human capital management system. Unlike existing models, it demonstrates not only the functional links between individual HR tools but also the cause-and-effect mechanism through which they influence psychological safety, employee engagement, innovative activity, and key indicators of organizational effectiveness in IT companies.

Conclusions. The analysis of current scientific literature has shown that systematic human resource management processes in the context of change management are driving a gradual transformation of traditional personnel administration into strategic human capital management, within which the importance and role of leadership competencies, the formation of high-performing teams, the continuous professional development of employees, and the use of up-to-date methods and tools for personnel development.

The organizational coaching and HR consulting should be viewed not only as separate HR technologies but, first and foremost, as complementary components of an integrated system of strategic HR management. Their synergistic effect contributes to aligning human capital development with the strategic goals of IT companies, fostering a

coaching culture, enhancing employee engagement, developing leadership potential, and strengthening organizational resilience.

The practical implementation of the proposed recommendations will enhance IT company adaptability to digital transformation processes, foster an innovative component of organizational culture, strengthen competitive market positions, increase labor productivity, retain highly qualified employees, and build highly effective and resilient teams.

Future research could focus on empirically testing the developed model using examples from international and domestic IT companies; applying economic and statistical methods to model the relationships between soft skills and team performance; the application of artificial intelligence models and HR analytics to develop highly accurate forecasts of the effectiveness of staff development programs; and the study of the relationship between coaching leadership and innovative potential, as well as the competitiveness of IT firms over the long term.

Declaration of the AI use. During the preparation of this manuscript, the generative artificial intelligence tool ChatGPT (GPT-5.5, OpenAI) was used solely to assist with reference formatting and improving the structure and logical flow of the manuscript. The authors bear full responsibility for the scientific originality, academic integrity, accuracy of the information presented, and the final content of the manuscript.

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