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## COACHING AS AN ECONOMIC LEARNING PARADIGM

The article analyses the system of coaching services. It is indicated that coaching is a specific entrepreneurial activity focused on the provision of a range of services related to a psychological approach. Services are provided in various forms from a one-time session or counselling or a package to achieve predetermined goals. This highlights the flexibility and adaptability of coaching to meet individual needs and preferences. Coaching in the modern economy forms the potential of human capital. An economic-mathematical model of global coaching is derived. It has been proven that this model notes the national specifics of receiving coaching services. The article acknowledges that the demand for coaching services is influenced by the socio-economic environment, including the political-military component. This suggests that factors such as political stability, economic conditions, and cultural norms can impact the popularity and acceptance of coaching in different countries. To evaluate coaching services across countries, the article proposes economic indicators that can be used to assess their effectiveness and impact. These indicators consider factors such as client satisfaction, goal achievement, and overall improvement in personal or professional well-being. The pricing system for coaching services is defined and the global coaching market is evaluated through microeconomic analysis. This implies that there are established mechanisms or guidelines for determining the cost of coaching sessions or packages, taking into consideration factors such as the coach's expertise, experience, and the market demand for their services.

**Keywords:** coaching; coach certification; demand and supply of coaching services; world coaching clusters; the number of requests for 1 dollar of GDP per capita; the number of requests per 1,000 inhabitants.



**Formulation of the problem.** In today's world, learning and education are becoming more and more dynamic and demanding. The ability to adapt to changes, the rapid acquisition of new knowledge and skills are key success factors. In this context, new approaches to learning become especially relevant. One such approach that is gaining more and more popularity is coaching.

Coaching is an effective tool for personal development and success in various areas of life. Initially, it was used in sports training, but over time it showed its power in the economic environment as well. The economic paradigm of learning through coaching allows you to develop the key skills necessary to achieve high efficiency and progress in today's business environment. The most such paradigm is based on the use of coaching principles and methods to build an effective training system in organizations. It allows employees to reveal their potential, develop leadership qualities, manage time and strategically plan their actions. Through an individual approach and the use of questions aimed at the development of thinking, coaching helps to develop new action strategies and change negative attitudes.

One of the key benefits of coaching is that it encourages independent thinking and creativity in learning. Coaching promotes the emergence of new ideas, the search for alternative solutions and stimulates self-development. Accordingly, the assessment of the costs of mastering such a learning approach is a determining priority.

**Analysis of recent research and publications.** Foreign scientists have made a significant contribution to the understanding and explanation of coaching as an approach to development and learning. «The Inner Game of Tennis» (Gallwey, W. Timothy) demonstrated the importance of self-awareness, concentration and inner development in sports and life in general [1]. This opened the way to understanding the importance of personal development and self-discovery in coaching. Sir John Whitmore put forward the concept of «transformative leadership», which is based on active influence on the development and transformation of the individual, which became a key element in coaching [2]. John Whitmore is the author of the concept of «coaching approach» and «coaching leadership». Thomas Leonard is known as one of the pioneers of professional coaching. He developed the «Coaching 360 degrees» approach, which emphasizes the in-depth development of potential and self-improvement of clients [3]. Leonard also focused on the development of personal qualities of a coach and the importance of empathy and listening. The work of Peter Hawkins «Coaching, Mentoring and Organizational Consultancy: Supervision and Development» focuses

on the role of supervision and development in coaching practice, emphasizing the importance of the process of training and support for coaches [4]. Marshall Goldsmith is known in coaching for his work on management and leadership development. His concept of «Feedforward» plays an important role in personal development and success through focus on the future [5]. They see coaching as an important element of effective leadership and team development. Nancy Klein's work in organizational coaching and organizational culture development has made significant contributions to understanding the role of coaching in organizational contexts and building effective teams [7]. These achievements of foreign scientists in explaining coaching contributed to the expansion of scientific knowledge about the effectiveness and role of coaching in personal and professional development. They provided the basis for the formation of coaching approaches and methodologies that help to achieve higher results in learning, leadership and organizational development. As a result, their work has had a profound impact on the field, guiding practitioners and organizations in maximizing the potential of coaching for individual and collective success.

However, it is not enough to study coaching as a whole system. There is no economic content that can be calculated and economic mathematical dependencies can be deduced.

**Formulating the article goals.** The purpose of the study is the economic evaluation of the coaching system in the world educational space. According to the purpose, the following tasks are proposed:

- calculate the needs for coaching training;
- application of the level of costs for coaching training.

**Outline of the main research material.** Economic theory pays great attention to the development of human capital. Therefore, coaching in economic theory plays an important role in the development of human capital and effective management. It is aimed at supporting and developing individuals and teams to achieve their potential and maximum results. One of the key aspects of coaching in economics is recognizing the importance of human capital as a strategic resource for organizational success. Coaching contributes to the development and improvement of employees' competencies, which ensures the improvement of productivity and efficiency of the organization. Coaching can also be used to promote entrepreneurship and innovation. It helps entrepreneurs discover and reveal their potential, stimulates creativity and the search for new solutions. Coaching sessions can help develop



business strategies, increase the efficiency of resource management, and implement innovative ideas.

Coaching in economic theory is recognized as an effective tool for increasing productivity, human capital development, leadership teams and entrepreneurial activity. It contributes to increasing the motivation and self-organization of employees, contributes to managerial efficiency and the creation of a favorable working atmosphere. Compared to traditional training methods, coaching can be more effective and economically feasible, as it allows you to achieve the desired results faster and without significant financial costs. He is able to retain talented employees in the company. Enhancing career development and growth helps attract and retain key personnel, which allows you to avoid the costs of searching for and training new employees.

Companies' costs for conducting coaching seminars may vary depending on various factors, such as the scale of the event, duration, number of participants, coach's qualification level and location. However, it is important to note that the specific costs will be individual for each company and can be discussed and agreed with the coaching provider or training organization.

The general components of the costs of conducting coaching seminars include:

1. Cost of a coach or trainer: This can be an hourly rate, a fixed fee or a package price for the services of a coach or trainer.

2. Office rental: If the seminar is held in an external location, the company may need to rent a room or a conference hall. The price may depend on the size of the room and the duration of the lease.

3. Materials and methodological support: Costs for printing materials, textbooks, advertising materials and other additional resources used during the seminar.

4. Food and accommodation expenses: If the seminar lasts several days or includes lunches or coffee breaks, the company can provide food for the participants. There may also be accommodation costs for participants if the workshop is held in another city or country.

5. Travel Expenses: If the workshop is held elsewhere, the company may bear the travel expenses for the coach, trainer or participants. These costs will depend on the location of the workshop and the individual needs of the participants or trainer.

It is important to note that the costs of conducting coaching seminars can vary significantly and should be estimated and discussed with the coaching provider or training organization, depending on the specific needs and budget of the company. The price of counseling

coaching can vary greatly and depends on several factors, such as the level of experience and qualifications of the coach, the length and frequency of the sessions, the type of coaching (individual, group, team, etc.), as well as the region and specific market in which the service is provided. Prices for coaching counseling are set based on an hourly rate or package offers that include a certain number of sessions or training periods. Different service packages may also be offered with different levels of support and additional resources such as electronic materials, access to online platforms or support by phone or email. Prices for coaching counseling range from a few dozen to hundreds of dollars or more per hour of a coach's work. In addition, prices may differ depending on the specifics of coaching, for example, business coaching may have its own specifics and be more focused on business and career development. Therefore, it is always necessary to check the price of a coaching consultation directly with the coaching service provider, as each coach can set his own rates according to his experience, skill level and competitors' prices. Pricing in the kingdom depends on the level of certification of the consultant or coach (trainer). So, in order to receive a certificate of one of the ICF levels, it is needed to complete an accredited coaching training program, and then work hours of practice (Table 1).

Table 1

Characteristics of the coach certification

Certificate	Status	Characteristics	Demonstration of competencies
ACC (Associate Certified Coach)	Associate certified coach	Initial level of knowledge	Entry level, 128 confirmed hours of practice
PCC (Professional Certified Coach)	Professional certified coach	Professional mastery of coaching tools	500 confirmed hours of practice
MCC (Master Certified Coach)	Master certified coach	Fluency in coaching tools	Constantly 2500 confirmed hours of practice
ACTP (Accredited Coach Training Program)	Certified practitioner	An initial and confirmed level of knowledge	Guarantees the knowledge and skills of an RCC level coach and does not require an ACC certification exam

The relative cost of training and consulting depends on the environment in which coaching as a business operates. Therefore, installments or payment in installments are possible in most CIS



countries. This approach is purely commercial, when the coach business structure enters into an appropriate agreement with a certain bank. In Russia, it is allowed to pay for coaching and mother's capital with a tax levied at the level of 13%.

There are many coaching federations in the world. The most famous coaching schools that certify according to international standards: ICTA (International Association of Coaches and Trainers ICTA), ICU (International Union of Coaches), ICF (International Coaching Federation ICF), ECF (European Federation of Coaches ECF), EMCC (European Mentoring Council and EMCC coaching), ICC (International Coaching Community ICC). ICF - International Coaching Federation – the world's largest professional association of coaches, which consists of more than 50 thousand participants from 147 countries of the world. The ICF has three levels of coach qualifications (Table 1) according to the possession of a certificate.

From an economic approach, coaching is a system of providing specific services through a circle of psychological influence on the patient to make him aware of his problem and outline an acceptable for him vector of exit and development from this problem and at the same time the level of risk of future actions is perceived as acceptable. Coaching is one of the mechanisms of human capital formation. Through the coaching process, individuals are empowered to unlock their potential, develop their skills, and enhance their performance. It fosters continuous learning, adaptability, and resilience, which are essential attributes in today's rapidly changing economic landscape. By investing in coaching, individuals can optimize their personal and professional development, leading to increased productivity, job satisfaction, and overall career success.

Let's estimate the demand for coaching training in the global space. Through the electronic site optimization resource on the SE Ranking platform, we will evaluate queries by keywords (COACHING, COACHING – TRAINING, COACHING MASTER CLASS, COACHING – CLASS, STUDY COACHING). Accordingly, we determine the frequency of requests through the hum search server. In fact, the demand for coaching training will be the number of requests for these keywords per month (in our case for June 2023). Knowing the frequency of requests, we calculate the number of these requests per 1 US dollar of GDP per capita, and the number of requests per 1,000 residents by country.

Table 2

Analysis of requests for coaching services by country

Country	GDP per capita, USD	Total Population	Frequency of requests, thousand	Requests for 1,000 persons	Requests for \$1 USD
Russia	32803	147182123	1230	8,36	37,5
USA	69288	336023460	1500	4,46	21,65
India	7334	1412144000	110	0,08	15
Indonesia	12904	287488501	60,5	0,21	4,69
Hong Kong	49801	7413000	201	27,11	4,04
England	49675	67647112	165	2,44	3,32
South African Republic	14420	61956900	33,1	0,53	2,3
France	43519	68959599	75	1,09	1,72
German	57928	84270625	74	0,88	1,28
Australia	59934	26796000	74	2,76	1,23
Italy	45936	58850717	40,5	0,69	0,88
Ukraine	12660	40997699	6,6	0,16	0,52
Mexico	20036	133649565	4,4	0,03	0,22
Canada	52085	39406860	9,9	0,25	0,19
Switzerland	60239	10313447	9,9	0,96	0,16
Denmark	64651	5762082	6,5	1,13	0,1
China	69151	1411750000	3,6	0,003	0,05
Austria	58427	8915382	2,1	0,24	0,04
Japan	39285	124470000	1,4	0,011	0,04

The number of requests for these services is relatively small, and saturation ranges from zero to five requests. At the same time, three clusters stand out in this limit (Table 2). The first two clusters form the developed countries of the world with a high GDP per capita. At the same time, this group is divided into two clusters – the first is dominant. It includes countries of the world that have a GDP per capita of more than 50,000 US dollars, and the base includes developed countries with a GDP per capita of 45,000 to 50,000 dollars. The third initial cluster is an indicator below 20,000 dollars and these are countries that are in the stage of development.

In Ukraine, the relatively high frequency of coaching inquiries is also driven by the war, which has caused constant price increases and income reduction due to the conscription of men and job cuts.



Table 3

## Cluster structure for coaching services

Country	Cluster group	Average value of GDP per capita, USD	Frequency of requests, thousands	Requests for 1000 people	Requests for \$1 USA
Switzerland	Predominant	91991	12,1	1,39	0,13
USA		69288	1500	4,46	21,65
China		69151	3,6	0,003	0,05
Denmark		64651	6,5	1,13	0,1
Switzerland		60239	9,9	0,96	0,16
Australia		59934	74	2,76	1,23
Austria		58427	2,1	0,24	0,04
German		57928	74	0,88	1,28
Canada		52085	9,9	0,25	0,19
<b>Average values</b>		<b>59100</b>	<b>188,01</b>	<b>1,34</b>	<b>2,62</b>
Hong Kong	Base	49801	201	27,11	4,04
England		49675	165	2,44	3,32
Italy		45936	40,5	0,69	0,88
France		43519	75	1,09	1,72
Japan		39285	1,4	0,011	0,04
<b>Average values</b>		<b>45650</b>	<b>96,58</b>	<b>6,27</b>	<b>2,00</b>
Russia		32803	1230	8,36	37,5
Mexico	Initial	20036	4,4	0,03	0,22
South African Republic		14420	33,1	0,53	2,3
Indonesia		12904	60,5	0,21	4,69
Ukraine		12660	6,6	0,16	0,52
India		7334	110	0,08	15
<b>Average values</b>		<b>13500</b>	<b>42,92</b>	<b>0,20</b>	<b>4,55</b>

Evaluating the selected clusters, a regularity is observed when moving from a higher cluster to a lower one, the requests for services actually decrease by half ( $188.01/96.58 = 1.95$  and  $96.58/42.92 = 2.25$ ). Thus, the selected clusters are full-fledged active market segments of coaching services in the global economy. For the USA, which is a leader in this field, requests for such services are high – 21.65. The price of training is from 7,000 dollars per year (table 4), this professional training in coaching is combined with the main specialty of the bachelor's degree.



Table 4

Average cost of education per year in universities and colleges in the  
USA

University	The average cost of education per year, thousands of dollars
Iowa State University	7056
Virginia Commonwealth University	30328
Cincinnati University	13176
University of Missouri	6126
Temple University	22725
Southern Illinois University Edwardsville	15750
Colleges of Contra Costa	9000
Eastern Michigan University	14738
University of North Carolina Wilmington	20155

Having determined the dependencies between GDP per capita and requests for 1,000 people and for 1 dollar, we obtained a simple graphical economic-mathematical model. Let's highlight a special cluster formed by Russia, the USA, and India. Thus, we determine the demand and supply of coaching services (Figure) and graphically determine its equilibrium value.

It should be noted that the prices for coaching training in Ukraine are an order of magnitude lower than the American ones, and the training period lasts up to a year. At the same time, such training is not tied to higher education institutions or colleges, but acts as an independent sphere of domestic entrepreneurship.

**Conclusion.** Coaching is a proven system of international entrepreneurship, which has certain global centers (associations), which have formed standards of training and service provision. At the same time, entrepreneurship is specific, because it combines psychological and economic services. The demand for such services is quite high and depends on the economic level of the country's development. At the same time, the more in the country social services are guaranteed by the state or business (Japan), the lower the level of coaching services. With negative trends in the country's economic development, the demand for coaching is growing sharply.

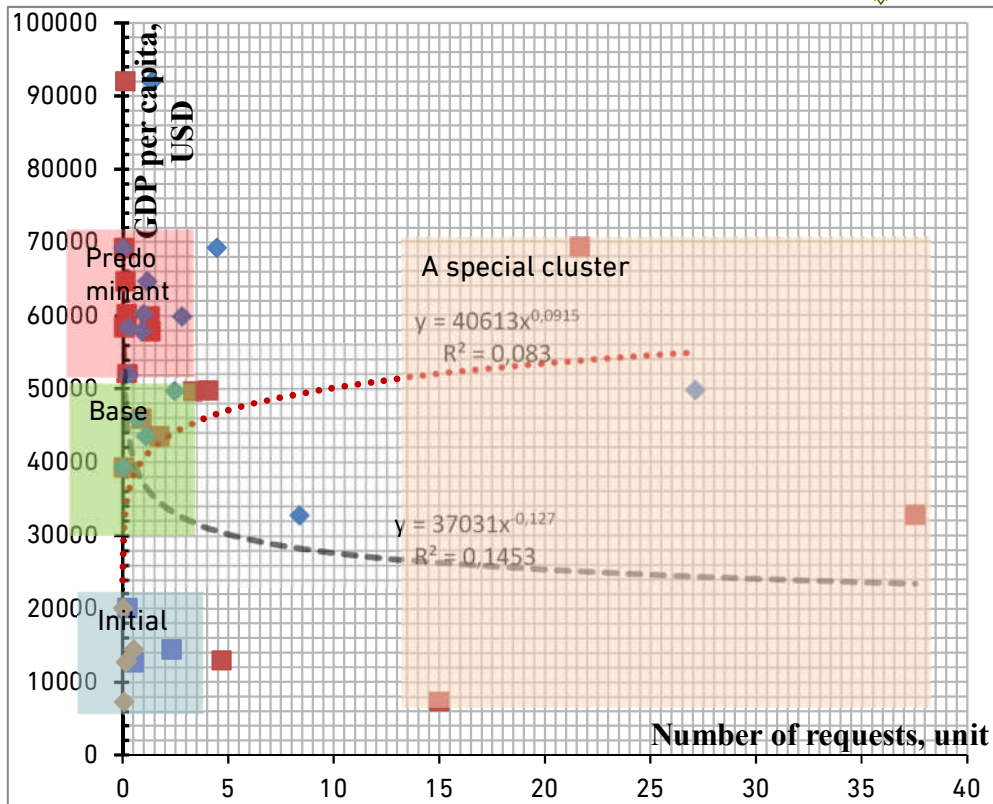


Figure. Economic and mathematical model of coaching training

The economic component of the description of the coaching market depends on the indicator of GDP per capita and the number of requests for these services, which allows the formation of an appropriate economic and mathematical model. The global Kuching market is clearly segmented by relevant clusters and amenable to economic analysis. Four independent clusters are distinguished. Which groups countries according to economic indicators depending on income and the number of requests for these services. The pricing system for coaching services has specifics that allow you to keep fairly high prices, and this applies exclusively to the psychological nature of the services themselves. At the same time, the national state of the socio-economic environment is monitored. In the domestic education system, in contrast to education in the USA, obtaining the qualification of a coach as additional knowledge at the level of basic education is not practiced. Prospects for the study of coaching as additional education in the educational services of Ukraine require careful study and justification.

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## КОУЧИНГ ЯК ЕКОНОМІЧНА ПАРАДИГМА НАВЧАННЯ

У статті проаналізовано систему коучинг-послуг. Зазначається, що коучинг є специфічною підприємницькою діяльністю, спрямованою на надання широкого спектру послуг, пов'язаних з психологічним підходом. Послуги надаються у різних формах, від одноразової сесії або консультування до пакету для досягнення заздалегідь визначених цілей. Це підкреслює гнучкість та адаптивність коучингу для задоволення індивідуальних потреб і вподобань. Коучинг у сучасній економіці формує потенціал людського капіталу. Отримано економіко-математичну модель глобального коучингу. Доведено, що ця модель враховує національні



особливості отримання коучинг-послуг. Стаття визнає, що попит на коучинг-послуги впливає на соціо-економічне середовище, включаючи політично-військовий компонент. Це свідчить про те, що фактори, такі як політична стабільність, економічні умови та культурні норми, можуть впливати на популярність та прийняття коучингу в різних країнах. Для оцінки коучинг-послуг у різних країнах стаття пропонує економічні показники, які можуть бути використані для оцінки їх ефективності та впливу. Ці показники враховують такі фактори, як задоволення клієнтів, досягнення цілей та загальне поліпшення особистого або професійного благополуччя. Визначено систему ціноутворення для коучинг-послуг та оцінено глобальний ринок коучингу шляхом мікроекономічного аналізу. Це означає, що існують встановлені механізми або керівні принципи визначення вартості коучинг-сесій або пакетів, з урахуванням таких факторів, як експертиза та досвід коуча та попит на їхні послуги на ринку. Завдяки своїй гнучкості та адаптивності, коучинг стає цінним інструментом для розвитку людського капіталу та досягнення високих результатів у навчанні, лідерстві та організаційному розвитку. Із розширенням наукових знань про коучинг і розвиток практичних підходів та методологій, можемо очікувати подальший розвиток цієї сфери і більш широке використання коучингу як ефективного інструменту особистісного та професійного зростання.

**Ключові слова:** коучинг; сертифікація коуча; попит та пропонування коучинг послуг; світові кластери коучингу; кількість запитів на 1 дол. від ВВП на душу населення; кількість запитів на 1000 жителів.

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