

Business Neuromanagement: Coaching Strategy for Innovative Managers in Sustainable Markets

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Abstract

Through this document, it was possible to analyze the main characteristics of the volume of scientific production related to the study of the variables Coaching, Management and Sustainable Markets. A bibliometric analysis was proposed to analyze details such as Year of Publication, Country of Origin of the publication, Area of Knowledge in which the published research is carried out and the Type of Publication most frequently used by the authors of each document published in high-impact journals indexed in the Scopus database during the period between 2017 and 2022. Among the main findings, it was possible to determine that, for the execution of the different research methodologies, the report of 120 scientific documents related to the study of Coaching, Management and Sustainable Markets was achieved. The maximum number of publications made in a year was 23 papers submitted in 2021. The country of origin of the institutions that reported the highest number of records in Scopus was the United States, with 42 documents. The area of knowledge with the greatest influence at the time of executing the research projects that resulted in scientific publications was Medicine, which contributed great theoretical material in a total of 36 publications. Finally, the type of publication most frequently used to publicize findings from the analysis of the aforementioned variables was the Journal Article, which represented 60% of the total scientific production.

Keywords: *Business Neuromanagement, Coaching, Management, Sustainable Markets.*

1. Introduction

In such a versatile and dynamic world where the volatility of modern markets is constant, the word sustainability has become the epicenter for new models of strategic and critical approach, The intersection of innovation and sustainability has given rise to a new generation of leaders whose task is not only to drive organizational growth but also to navigate the complexities of sustainable markets. Based on this premise, Emergency Coaching emerges as a powerful tool for these managers, providing them with the guidance and skills necessary to lead their teams towards innovative and sustainable practices.

The paradigms in business management which is based on an orthodox method have been left in the past, the new practices of business innovation have given a new approach to this sector in which it seeks to address a much more inclusive and more adaptable perspective. Innovative managers in sustainable markets are constantly challenged thanks to the constant changes present in the markets, where the volatility of these requires much more creative solutions and achieving a trade-off between maximizing productivity and

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environmental responsibility. The emergence of coaching stems from the search for sustainability in the markets, which focuses on being able to cultivate a leadership mindset in which not only the current digital age is engaged, but also achieves long-term adaptability.

In this introduction we learn about the close relationship between coaching and innovative management in sustainable markets, we explore how the strategies implemented by coaches have served as a potentiator for the success of business organizations and how they have had a positive impact on the social and environmental environment. In the past, leadership was often synonymous with authority and control. However, the contemporary business environment demands a move away from this traditional model. However, new managers who base their ideologies on innovation are expected to provide catalysts for further change, which will be advocates for many more sustainable ones.

Coaching goes far beyond the acquisition of specific skills in solving problems in markets; They also seek to forge leadership mindsets as these skills allow for greater success in sustainable markets. This would involve a greater sense of permanence, better business decision-making, and greater social engagement. By focusing on developing these foundational leadership qualities, coaching strategies empower managers to steer their organizations toward a more sustainable and socially responsible future.

Recognizing the unique challenges posed by sustainable markets, effective coaching strategies must be tailored to address these specific nuances. From understanding the intricacies of environmental regulations to navigating the complexities of stakeholder engagement, coaching should equip managers with the knowledge and skills needed to lead in this specialized realm. Therefore, it can be concluded that the implementation of coaching in companies has the potential to forge leaders who not only focus on the complexity present in the current market environments but who are also resilient leaders who adapt to modern business complexities where they seek to promote positive changes. explore new methods of innovation and successfully ensure business and market sustainability over time. For this reason, this article seeks to describe the main characteristics of the compendium of publications indexed in the Scopus database related to the variables Coaching, Management and Sustainable Markets, as well. Such as the description of the position of certain authors affiliated with institutions, during the period between 2017 and 2022.

2. General Objective

To analyze, from a bibliometric approach, the characteristics in the volume of scientific production related to Coaching, Management and Sustainable Markets, registered in Scopus during the period 2017-2022.

3. Methodology

This article is carried out through a research with a mixed orientation that combines the quantitative and qualitative method.

On the one hand, a quantitative analysis of the information selected in Scopus is carried out under a bibliometric approach of the scientific production corresponding to the study of Coaching, Management and Sustainable Markets.

On the other hand, examples of some research works published in the area of study mentioned above are analyzed from a qualitative perspective, based on a bibliographic approach that allows describing the position of different authors on the proposed topic.

It is important to note that the entire search was carried out through Scopus, managing to establish the parameters referenced in Figure 1.

3.1 Methodological design

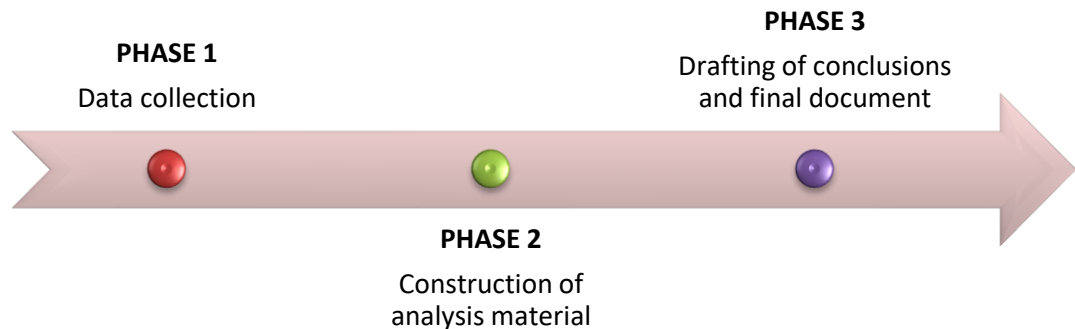


Figure 1. Methodological design

Source: Own elaboration

3.1.1 Phase 1: Data collection

Data collection was carried out from the Search tool on the Scopus website, where 120 publications were obtained from the following filters:

TITLE-ABS-KEY (coaching, AND management, AND innovation) AND PUBYEAR > 2016 AND PUBYEAR < 2023

- Published documents whose study variables are related to the study of the variables Coaching, Management and Sustainable Markets.
- Works published in journals indexed in Scopus during the period 2017-2022.
- Without distinction by country of origin
- No distinction in areas of knowledge.
- No distinction of type of publication.

3.1.2 Phase 2: Construction of analytical material

The information collected in Scopus during the previous phase is organized and then classified by graphs, figures and tables as follows:

- Co-occurrence of Words.
- Year of publication.
- Country of origin of the publication.
- Area of knowledge.
- Type of Publication.

3.1.3 Phase 3: Drafting of conclusions and outcome document

In this phase, the results of the previous results are analysed, resulting in the determination of conclusions and, consequently, the obtaining of the final document.

4. Results

4.1 Co-occurrence of words

Figure 2 shows the co-occurrence of keywords found in the publications identified in the Scopus database.

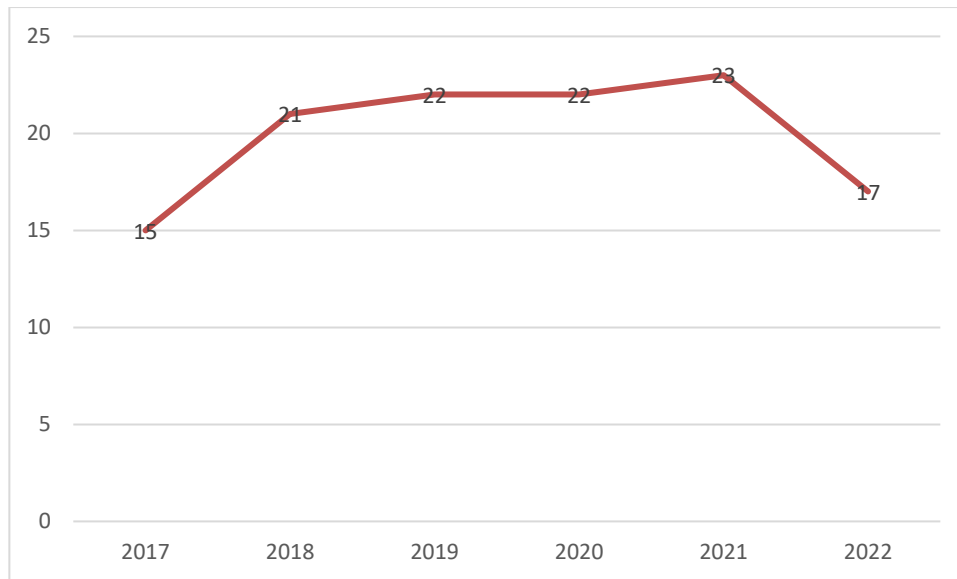


Figure 3. Distribution of scientific production by year of publication.

Source: Authors' own elaboration (2023); based on data exported from Scopus

Among the main characteristics evidenced through the distribution of scientific production by year of publication, the number of publications registered in Scopus was in 2023, reaching a total of 23 documents published in journals indexed on this platform. This can be explained by articles such as the one titled "Library staff support with application of the Fourth Industrial Revolution to provide information resources to remote customers during COVID-19 library services" The purpose of this study was to examine the support of library staff with the 4IR application to provide information resources to remote customers during COVID-19 library services. Design/methodology/approach: The study was based on the research paradigm of positivism and used a quantitative research approach. Microsoft Form was used to design an online questionnaire to collect data from library staff working in a distance learning environment in the Gauteng province of South Africa. The data collected were analysed using the Statistical Package for Social Sciences (SPSS). Findings: The findings found that library staff were interested in job innovation; however, COVID-19 restrictions were one of the main causes why library staff failed to provide information resources to remote patrons effectively.(Dube, 2022)

4.3 Distribution of scientific production by country of origin.

Figure 4 shows how the scientific production is distributed according to the nationality of the authors.

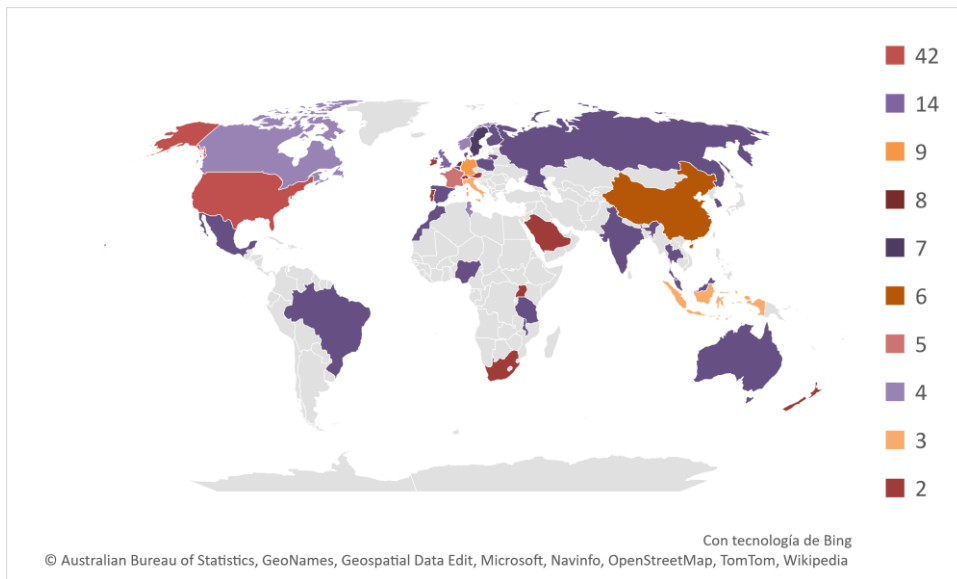


Figure 4. Distribution of scientific production by country of origin.

Source: Authors' own elaboration (2023); based on data provided by Scopus.

Within the distribution of scientific production by country of origin, records from institutions were taken into account, establishing the United States as the country of this community, with the highest number of publications indexed in Scopus during the period 2017-2022, with a total of 42 publications in total. In second place, the United Kingdom with 14 scientific papers, and Germany occupying the third place presenting to the scientific community, with a total of 9 papers among which is the article entitled "The Black Box of Coaching: Risk Mitigation during Change Management" This article, a case study of strategic renewal in the Chinese education market, It explores a model of non-directive coaching and its impact on risk mitigation, knowledge sharing, and innovation in strategic renewal through the application of multi-level coaching and managerial coaching. Through an ethnographic action-research methodology, we asked: "Can coaching mitigate organizational risk and increase the likelihood of positive outcomes in change management?" and "Can managers, acting as internal coaches, increase the socialization of knowledge and mitigate risk in the change management process?" The paper concludes that there is no inherent failure rate in the change management process and that a strategic management approach can mitigate risk, freeing managers and organizations to seek to create collaborative environments that support organizational learning and strategic renewal, thus moving beyond a narrative of failure. to one of strategic empowerment and a strategic management approach to risk mitigation.(Percy, 2021)

4.4 Distribution of scientific production by area of knowledge

Figure 5 shows the distribution of the elaboration of scientific publications based on the area of knowledge through which the different research methodologies are implemented.

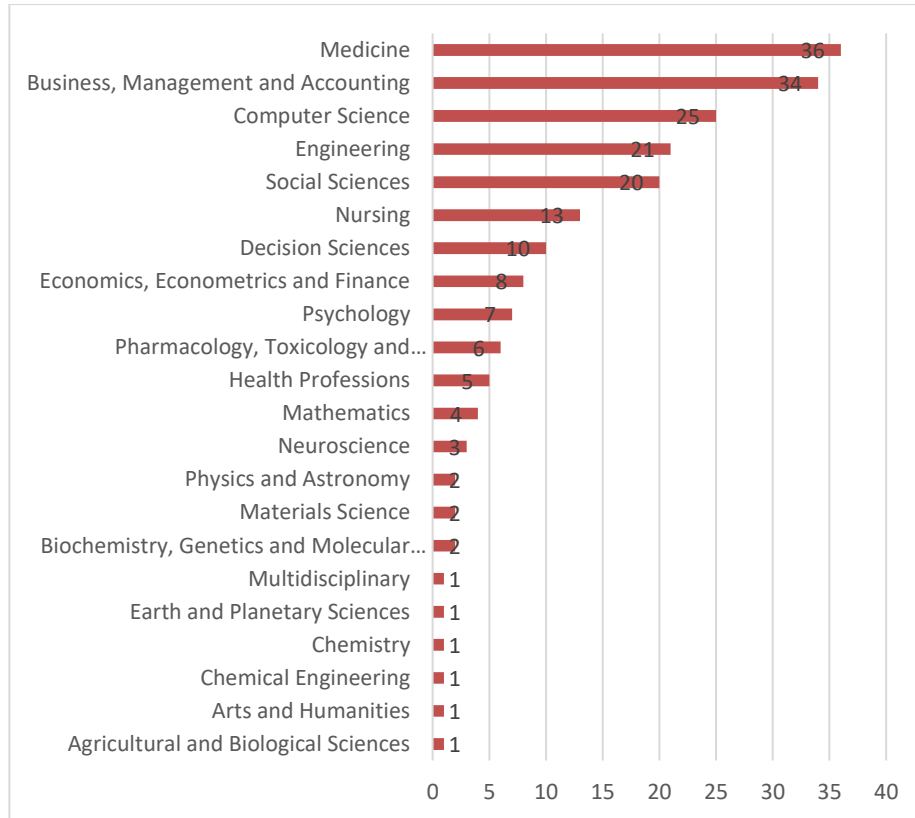


Figure 5. Distribution of scientific production by area of knowledge.

Source: Authors' own elaboration (2023); based on data provided by Scopus.

Medicine was the area of knowledge with the highest number of publications registered in Scopus with a total of 36 documents that have based its Coaching, Management and Sustainable Markets methodologies. In second place, Business, Management and Accounting with 34 articles and Computer Science in third place with 25. The above can be explained thanks to the contribution and study of different branches, the article with the greatest impact was registered by Medicine entitled "Cultural diversity drives innovation: modeling in the global pharmaceutical industry" In this document, this study offers an evaluation of the team building instruments available through the lens of various innovation teams. In a demonstration project in the pharmaceutical industry, this study describes specific tools and approaches that can be successfully implemented through coaching and mentoring teams. Design/methodology/approach: A group of nine innovation teams with varying degrees of cultural diversity were provided with assessment and management tools that had been identified and field-tested by a team of mentors. The content included cultural awareness tools, innovation team profiling methods, and Team Science (SciTS) ideology. The teams were funded, trained and mentored over a six-month performance period and evaluated at regular intervals.(Jones, 2021)

4.5 Type of publication

In the following graph, you will see the distribution of the bibliographic finding according to the type of publication made by each of the authors found in Scopus.

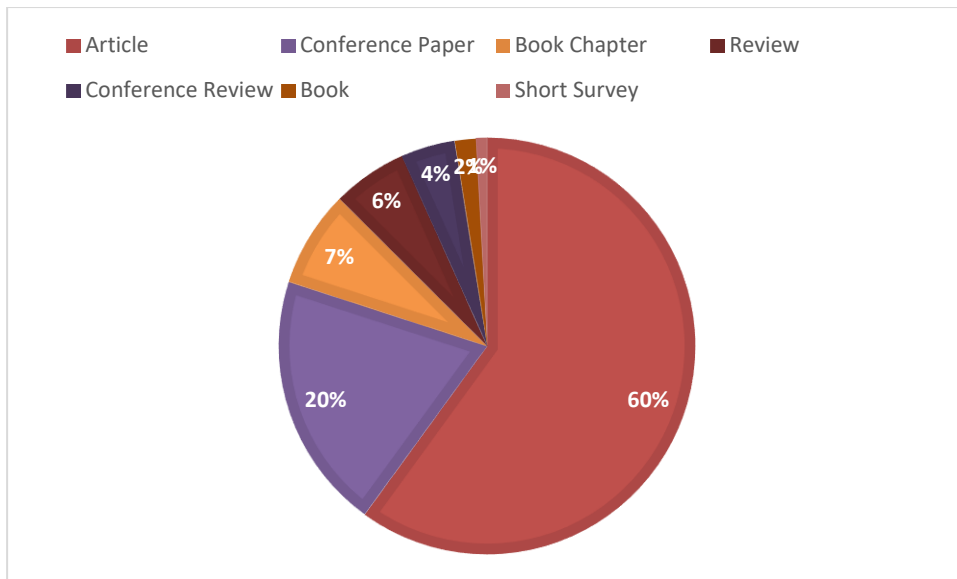


Figure 6. Type of publication.

Fountain: Authors' own elaboration (2023); based on data provided by Scopus.

The type of publication most frequently used by the researchers referenced in the body of this document was the one entitled Journal Articles with 60% of the total production identified for analysis, followed by Session Papers with 20%. Chapter of the Book are part of this classification, representing 7% of the research papers published during the period 2017-2022, in journals indexed in Scopus. In this last category, the one entitled "How to change organizational culture: action research in a public sector primary care center in South Africa" stands out. The present study aims to explore how to transform organizational culture in line with the desired values. Setting: Retreat Community Health Centre, Cape Town, South Africa. Methods: Participatory action research with leaders engaged in action and reflection over an 18-month period. Change in organizational culture was measured at baseline and after 18 months using a Cultural Values Assessment (CVA) survey. The three key leaders at the health center also completed a 360-degree Leadership Values Assessment (LVA) and received 6 months of training. Results: Cultural entropy decreased from 33% to 13%, indicating a significant transformation of organizational culture. The key driver of this transformation was the change in leadership style and functioning. Retreat's health center transitioned from a culture that emphasized hierarchy, authority, command and control to one that established a greater sense of cohesion, shared vision, open communication, appreciation, respect, fairness, and accountability. Conclusion: The transformation of organizational culture was possible through a participatory process that focused on leadership style, communication, and relationship building through CVA and feedback, 360-degree LVA, feedback and coaching, and active learning in a cooperative research group. (Mash, 2021)

5. Conclusions

Through the bibliometric analysis carried out in this research work, it was established that the United States was the country with the highest number of published records for the variables Coaching, Management and Sustainable Markets. With a total of 42 publications in the Scopus database. In the same way, it was possible to establish that the application of theories framed in the area of Medicine, Coaching was used more frequently in business environments. The dynamism that exists today in markets requires that leaders and managers not only require business innovation practices, but also seek to focus on skills that require driving new sustainable practices within business organizations. With good management of coaching, managers can develop a much more holistic understanding that

encompasses the present needs for great business development, which range from innovation to sustainability. The coaching approach should prioritize fostering a growth mindset, fostering a culture of continuous learning, and promoting adaptive leadership. This is essential for managers to stay on top of emerging sustainable business trends, technologies, and practices. Likewise, one of the skills of coaches that helps good management in business managers is to be able to exploit their skills in decision-making and new market strategies, allowing them to identify in a more comprehensive way new opportunities for innovation that are ordered with the principles of sustainability. In addition, effective coaching should emphasize the importance of cross-functional collaboration and communication. In sustainable markets, success often depends on partnerships, both inside and outside the organization. Coaches can guide managers in creating and leading diverse, multidisciplinary teams that are able to address the complex challenges associated with sustainable business practices.

To conclude, it can be concluded that the strategies required by the skills present in the coaching for innovative managers in sustainable markets which seeks adaptability and address the needs of each market and to be able to address much more efficiently the challenges of individual character and business organizations. By providing ongoing support and guidance, coaches can contribute significantly to the development of managers who not only drive innovation, but also champion sustainability as an integral part of their managerial approach. By doing so, these managers are better positioned to lead their organizations toward long-term success in a rapidly evolving, environmentally conscious business landscape.

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