



The Influence of Leadership Coaching Competencies on the Success of Digital Transformation Projects

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Abstract

The article is dedicated to analyzing the influence of leadership coaching competencies on the success of digital transformation projects in contemporary organizations. The relevance of the research is determined by the rapid growth of global investment in digital technologies, combined with persistently high failure rates of transformation initiatives. Despite large-scale financial commitments, many organizations struggle to achieve sustainable performance outcomes, which indicates the presence of structural managerial factors affecting implementation effectiveness. The work describes the interrelation between leadership coaching behavior, psychological empowerment, organizational agility, and transformation performance. Special attention is paid to mediation mechanisms that explain how coaching-oriented leadership translates strategic digital intent into coordinated organizational action. The study sets itself the goal of identifying the behavioral determinants that convert technological modernization into measurable project success. To achieve this objective, a systematic analysis of contemporary empirical and conceptual studies was conducted, including quantitative structural modeling, scale validation research, and qualitative investigations of digital coaching practices. Comparative and structural-functional methods were applied to integrate heterogeneous findings into a unified analytical framework. The conclusion demonstrates that leadership coaching competencies operate as a generative mechanism that strengthens psychological empowerment, enhances organizational agility, and increases transformation viability. The article will be useful for researchers in digital management, organizational development, and for executives responsible for leading complex digital transformation programs.

Keywords: Digital Transformation, Leadership Coaching, Organizational Agility, Psychological Empowerment, Digital Leadership.

INTRODUCTION

The phenomenon of digital transformation has emerged as a defining trajectory in organizational evolution throughout the twenty-first century, with global expenditure escalating at an extraordinary pace—yet, despite this momentum, a substantial portion of such initiatives consistently culminates in unsatisfactory outcomes, thereby exposing a foundational contradiction: the implementation of technological infrastructure does not inherently guarantee tangible improvements in organizational performance.

A growing number of institutions are beginning to acknowledge that digital progress demands more than mere infrastructural renewal—it presupposes behavioral realignment, cultural coherence, and strategic leadership proficiency, without which transformation remains fragmented and misdirected.

Despite the expanding corpus of empirical studies dedicated to digital leadership and transformation-related achievements, much of this research tends to dissect either leadership models, technological potential, or strategic coherence in isolation, thereby leaving the systemic processes by which leadership coaching proficiencies channel digital ambitions into harmonized organizational execution largely underexplored—particularly regarding the mediated frameworks of influence that shape this translation.

This article aims to dissect the determining influence of leadership coaching capacities on the realization of digital transformation initiatives, and in line with this objective, the study sets out to address the following research goals:

- to conceptualize leadership coaching competencies as a behavioral mechanism within digital transformation processes;

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- to examine the mediating roles of psychological empowerment and organizational agility in translating leadership behavior into transformation outcomes;
- to assess the functional role of formal digital strategy within the proposed mediated configuration.

The scientific novelty of the study lies in integrating quantitative structural modeling results with conceptual leadership frameworks to demonstrate that coaching competencies act as a primary behavioral driver of transformation viability rather than a supplementary managerial characteristic.

METHODS AND MATERIALS

The methodological basis of the article consists of a systematic analytical review and comparative synthesis of contemporary empirical and conceptual studies devoted to digital transformation and leadership.

Bader AlNuaimi et al. examined the relationship between digital transformational leadership, organizational agility, digital strategy, and digital transformation performance using structural equation modeling. Their work provided quantitative evidence of mediation effects and variance explanation levels in transformation outcomes (AlNuaimi et al., 2022). Scott Diller and Jonathan Passmore explored the concept of digital coaching and identified its qualitative characteristics, emphasizing developmental dialogue and technological literacy integration (Diller and Passmore, 2023). Muhammad Fareed et al. investigated transformational leadership and project success, demonstrating that psychological empowerment mediates leadership influence on performance (Fareed et al., 2023). Chul-Young Hwang et al. analyzed coaching leadership and creative performance, identifying psychological empowerment and constructive voice behavior as serial mediators (Hwang et al., 2023). José Carlos López-Figueroa et al. conducted a systematic literature review on digital leadership, synthesizing competencies required in technology-driven environments (López-Figueroa et al., 2025). Munsamy et al. developed and validated a digital leadership competency scale, providing empirical measurement parameters for leadership constructs

(Munsamy et al., 2023). Riccardo Rialti and Raffaele Filieri examined agile leadership in digital transformation contexts, identifying iterative decision cycles and participatory practices as drivers of successful implementation (Rialti and Filieri, 2024). António Sacavém et al. analyzed leadership in the digital age, focusing on participatory cultures and alignment between digital initiatives and organizational learning (Sacavém et al., 2025). Shin Takamatsu developed and validated a coaching servant leadership scale, emphasizing empathy, growth facilitation, and participatory governance (Takamatsu, 2022). Eva Weber et al. proposed a digital transformation leadership framework describing visionary, strategist, integrator, and facilitator roles in technology-driven organizations (Weber et al., 2022).

To write the article, a comparative method, structural-functional analysis, synthesis of empirical results, and conceptual modeling were applied. Quantitative indicators reported in the examined studies were integrated into a unified analytical configuration to identify cross-study regularities.

The methodological integration of these works made it possible to construct a multi-layer model explaining how leadership coaching competencies influence transformation performance through empowerment and agility mechanisms.

RESULTS

Escalating financial exposure to digital transformation reframes leadership competence from a symbolic attribute into an operational determinant. Global corporate spending reached US \$1.6 trillion in 2022 and is projected to rise to \$3.5 trillion by 2026, while approximately 90% of firms in developed economies have already initiated transformation programs (Rialti & Filieri, 2024). Yet empirical estimates indicate that nearly 50% of such initiatives fail to deliver measurable outcomes (Rialti & Filieri, 2024). Within this investment–failure asymmetry, leadership coaching competencies emerge not as peripheral soft skills but as structural regulators of project viability.

The configuration linking leadership behavior to transformation outcomes displays a layered structure. The systematization of approaches is presented below (Table 1).

Table 1. Structural configuration of leadership coaching competencies in digital transformation projects (compiled by the author based on AlNuaimi et al., 2022; Hwang et al., 2023; Fareed et al., 2023; Munsamy et al., 2023; Weber et al., 2022; López-Figueroa et al., 2025)

Analytical Layer	Functional Focus	Behavioral Manifestation	Organizational Effect
Leadership Coaching Competencies	Vision articulation and developmental dialogue	Empowerment-oriented communication; iterative feedback`	Alignment of digital intent with workforce motivation
Psychological Empowerment	Autonomy and constructive voice	Initiative-taking; problem articulation	Increased adaptive capacity
Organizational Agility	Reconfiguration of routines	Rapid decision cycles; distributed coordination	Operational plasticity
Strategic Activation	Translation of strategic intent into practice	Participatory governance; shared meaning-making	Sustainable transformation performance

Quantitative modeling conducted in public-sector organizations ($N = 513$; response rate 85.5%) demonstrates that digital transformational leadership exerts a direct positive influence on digital transformation ($\beta = 0.282$; $p < 0.001$), while organizational agility exerts an even stronger effect ($\beta = 0.233$; $p < 0.001$), and leadership significantly predicts agility ($\beta = 0.638$; $p < 0.001$) (AlNuaimi et al., 2022). The adjusted R^2 value of 0.684 indicates that leadership, agility, and strategic alignment jointly explain 68.4% of the variance in transformation outcomes. This magnitude shifts interpretation: success is not driven primarily by technological infrastructure but by coordinated human capabilities.

The evidentiary signal intensifies when mediation is considered. Organizational agility mediates the leadership–transformation relationship ($\beta = 0.149$; $p < 0.001$) (AlNuaimi et al., 2022). Coaching-oriented leaders appear to cultivate adaptive routines that translate vision into operational plasticity. The predictive relevance values ($Q^2 = 0.409$ for digital transformation; $Q^2 = 0.243$ for organizational agility) confirm that these relationships are not statistical artifacts but reflect meaningful structural dependencies (AlNuaimi et al., 2022). The standardized root mean square residual of 0.076 and normed fit index of 0.866 further demonstrate robust model fit. The architectural constraint becomes visible: leadership competencies generate transformation outcomes only through the reconfiguration of collective responsiveness.

Agility, in this configuration, does not denote speed alone. It encompasses decision latency reduction, distributed problem-solving, and iterative correction cycles. Practice-based investigation reveals that agile leaders operate through rapid decision loops and sustained participation in transformation activities, embedding both evolutionary adjustments and occasional radical shifts within ongoing routines (Rialti & Filieri, 2024). Employees subjected to such coaching engagement report increased morale and identification with transformation goals, indicating that psychological alignment precedes process acceleration. A workforce in which 85% of executives seek parity between material expenditures and workforce development reflects recognition that technology alone cannot secure transformation continuity (Rialti & Filieri, 2024).

The leadership–agility mechanism intersects with competency formalization. The development and validation of digital leadership competency scales show high internal consistency (composite reliability values exceeding 0.864; AVE values above 0.50 after refinement) (Munsamy et al., 2023). These measurement properties demonstrate that digital leadership is empirically distinguishable from generic managerial capability. Competency clusters include digital vision articulation, technological awareness, empowerment orientation, and facilitation of cross-functional collaboration. Such elements mirror coaching behaviors rather than directive control.

A second trajectory concerns psychological activation as an intermediate layer between leadership coaching and transformation metrics. Serial mediation models indicate that coaching leadership increases creative performance through psychological empowerment and constructive voice behavior (Hwang et al., 2023). Empowered employees exhibit greater willingness to articulate process deficiencies and propose digital innovations. In transformation contexts characterized by uncertainty and rapid technological iteration, such voice behavior reduces the informational blind spots that often precipitate project derailment.

Servant-coaching leadership extends this dynamic by operationalizing relational accountability. Validation of coaching servant leadership scales demonstrates reliable factor structures supporting empathy, growth facilitation, and participatory governance (Takamatsu, 2022). When leaders integrate coaching with service orientation, digital transformation shifts from compliance-driven adaptation to internally endorsed modernization. The coordination rhythm changes; resistance diminishes not because dissent is suppressed but because dialogue is institutionalized.

Digital coaching as a construct further clarifies this mechanism. Qualitative inductive research identifies digital coaching as a process in which leaders integrate technological literacy with developmental dialogue, enabling employees to translate abstract digital strategy into task-level experimentation (Diller & Passmore, 2023). The coaching interaction becomes a site where technical ambiguity is resolved through iterative explanation and feedback. This reframes the transformation from episodic implementation to continuous capability cultivation.

A third analytical trajectory reveals how leadership competencies interact with organizational belief systems. Conceptual modeling of digital transformation leadership identifies multiple leadership roles—visionary, strategist, integrator, and facilitator—each addressing distinct layers of technological and cultural integration (Weber et al., 2022). The integrator role, closely aligned with coaching, mediates between strategic intent and operational routines. When this role is underdeveloped, transformation initiatives fragment into isolated technology projects lacking institutional coherence.

Systematic synthesis of digital leadership research further demonstrates that leadership effectiveness in digital contexts depends on simultaneous attention to technological knowledge, strategic foresight, and relational trust (López-Figueroa et al., 2025). The data topology across reviewed studies reveals convergence: digital competence without coaching capacity fails to generate sustainable adoption, while coaching without technological literacy lacks credibility. The nexus lies in competence integration.

Leadership capability also intersects with broader transformation governance. Empirical examination of

digital-age leadership underscores that leaders who cultivate participatory cultures increase alignment between digital initiatives and organizational learning processes (Sacavém et al., 2025). This alignment attenuates the typical strategy-execution gap. Interestingly, moderation analyses show that formal digital strategy does not significantly strengthen the relationship between leadership and transformation ($\beta = 0.005$; $p = 0.915$) nor between agility and transformation ($\beta = 0.003$; $p = 0.961$) (AlNuaimi et al., 2022). The friction emerges: documented strategy alone fails to amplify outcomes if coaching competencies are absent.

The interaction pattern, therefore, privileges behavioral enactment over declarative alignment. Even multigroup comparisons between organizations sharing versus not sharing digital strategy documents reveal no significant differences in path coefficients (e.g., $DS*DTL \rightarrow DT$ difference = -0.096) (AlNuaimi et al., 2022). Strategy diffusion without participatory coaching remains inert. The institutional arrangement requires embodied leadership practices to activate strategic intent.

A fourth trajectory concerns empowerment as a measurable conduit linking transformational leadership to project success. Empirical evidence shows that psychological empowerment mediates the relationship between transformational leadership and project success metrics (Fareed et al., 2023). When employees perceive autonomy, competence, and meaning in project tasks, implementation adherence improves. Digital transformation projects, frequently characterized by technical ambiguity and role redefinition, benefit disproportionately from such empowerment mechanisms.

The configuration thus integrates four interconnected layers: leadership coaching competencies → psychological empowerment → organizational agility → transformation performance. The systematization of structural interdependencies is presented below (Figure 1).



Figure 1. Structural scheme of mediated influence of leadership coaching competencies on digital transformation success (compiled by the author based on AlNuaimi et al., 2022; Hwang et al., 2023; Fareed et al., 2023)

Each layer modifies the interpretation of the next. Remove empowerment, and agility becomes mechanical responsiveness. Remove agility, and empowerment dissipates into uncoordinated experimentation. Remove coaching, and empowerment rarely emerges.

The numerical environment contextualizes urgency. The comparative distribution of financial expansion and structural performance indicators is presented below (Figure 2).

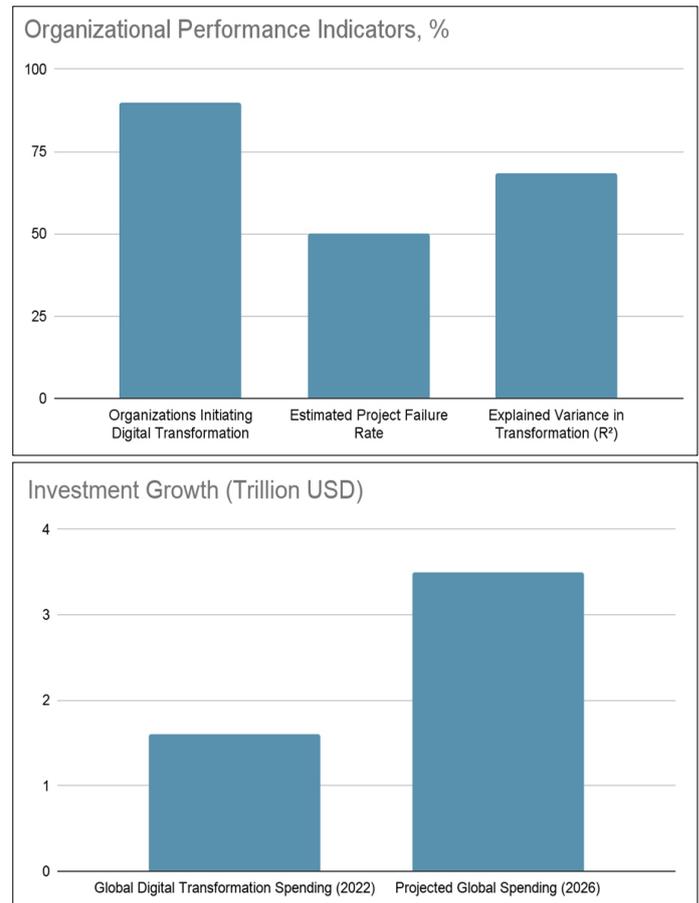


Figure 2. Financial scale and structural determinants of digital transformation success (compiled by the author based on Rialti & Filieri, 2024; AlNuaimi et al., 2022)

With projected expenditures rising from \$1.6 trillion to \$3.5 trillion within four years (Rialti & Filieri, 2024), the economic cost of leadership inadequacy escalates proportionally. Approximately half of transformation initiatives fail (Rialti & Filieri, 2024), indicating that structural misalignment between technology and human coordination persists. In samples where leadership and agility account for 68.4% of transformation variance (AlNuaimi et al., 2022), the explanatory weight attributed to coaching competencies becomes difficult to dismiss.

Measurement refinement further underscores the reliability of these constructs. Outer loadings exceeding 0.612 and composite reliability values above 0.864 confirm internal consistency of leadership and agility dimensions (AlNuaimi et al., 2022; Munsamy et al., 2023). The removal of underperforming strategy indicators to achieve an AVE above

0.50 (AlNuaimi et al., 2022) suggests that digital strategy as a formal construct requires conceptual sharpening, whereas leadership and agility demonstrate a more stable empirical structure. This imbalance reflects the differential maturity of conceptualization across domains.

The architectural constraint resurfaces when considering digital skill asymmetry between leaders and the workforce. Studies show that misalignment in technological competence erodes credibility and weakens change momentum (Rialti & Filieri, 2024). Coaching-oriented leaders mitigate this asymmetry by engaging directly in learning processes, thereby sustaining legitimacy. The coordination rhythm becomes reciprocal rather than hierarchical.

A final trajectory concerns the evolution of leadership models. Digital leadership merges transformational traits with technological orientation. Agile leadership embeds iterative decision cycles and employee participation. Coaching servant leadership operationalizes relational stewardship. Across these formulations, a common structural core appears: sustained dialogue, empowerment facilitation, and adaptive coordination. Divergence lies primarily in emphasis rather than mechanism.

Empirical evidence converges on a central pattern. Leadership coaching competencies do not merely correlate with digital transformation success; they reorganize the internal conditions under which technological adoption becomes viable. Psychological empowerment strengthens employee initiative. Organizational agility converts initiative into coordinated adaptation. Strategic documents alone lack moderating force when these competencies are absent.

The evidentiary boundary remains visible. Technology investment continues to dominate budget allocations, even though executives increasingly acknowledge workforce centrality. The imbalance suggests a persistent structural lag between financial commitment and behavioral capability development. Digital transformation success, measured through operational efficiency gains and innovation outputs in multiple contexts, reflects cumulative leadership enactment rather than isolated technical deployment.

Leadership coaching competencies, therefore, function as a generative mechanism within digital transformation ecosystems. They enable rapid decision loops, cultivate empowerment, institutionalize constructive voice, and stabilize agile routines. Without them, high investment environments risk reinforcing the very 50% failure rate that characterizes contemporary transformation landscapes (Rialti & Filieri, 2024). The structural interdependencies documented across quantitative modeling, scale validation, mediation analyses, and systematic synthesis converge toward this conclusion: transformation performance is less a function of digital artifacts than of coached human adaptation.

DISCUSSION

The configuration that emerges from the results destabilizes a persistent assumption in digital transformation discourse: that strategic clarity or technological sophistication constitutes the primary levers of project success. The empirical patterns indicate that leadership coaching competencies operate not at the periphery of transformation programs but at their structural core. When leadership predicts organizational agility with a path coefficient of 0.638 and both together explain 68.4% of the variance in transformation outcomes, the interpretive emphasis shifts from technology acquisition to human coordination architecture. The magnitude is not symbolic. It is structural.

Digital transformation is frequently framed as a technological upgrade cycle. Investment volumes—rising from US \$1.6 trillion in 2022 to a projected \$3.5 trillion by 2026—suggest material commitment at unprecedented scale. Yet the coexistence of these expenditures with an estimated 50% failure rate reveals a paradox: capital intensification does not guarantee transformation viability. The present findings clarify this discrepancy. Leadership coaching competencies appear to regulate the conversion of technological potential into coordinated action. Without such regulation, infrastructure remains inert.

A first interpretive trajectory concerns the mediating role of organizational agility. Agility does not simply accelerate execution; it reorganizes how decisions circulate within the organization. The mediation coefficient of 0.149 indicates that leadership influence is not transmitted mechanically. It is translated through collective responsiveness, flexible task reconfiguration, and iterative correction cycles. Coaching-oriented leaders do not impose speed; they cultivate distributed interpretive capacity. Teams become capable of recognizing misalignment early, adjusting routines, and preserving coherence during technological integration.

The significance of predictive relevance values ($Q^2 = 0.409$ for transformation; $Q^2 = 0.243$ for agility) further suggests that this relationship reflects operational reality rather than statistical coincidence. Agility functions as an adaptive membrane between strategic intent and technological experimentation. When coaching competencies are present, agility stabilizes experimentation. When absent, experimentation fragments.

A second trajectory emerges from the absence of a moderating effect of digital strategy. The non-significant interaction coefficients ($\beta = 0.005$; $p = 0.915$ and $\beta = 0.003$; $p = 0.961$) disrupt a widely held belief that documented digital strategy amplifies leadership impact. Strategic alignment, although conceptually indispensable, does not strengthen transformation outcomes unless embodied in coaching behavior. This finding introduces friction into prevailing governance narratives.

Strategic articulation without participatory activation remains declarative. Multigroup analysis showing no significant differences between organizations that shared their digital strategy and those that did not reinforces this interpretation. Strategy visibility alone does not reconfigure organizational practice. Coaching competencies appear to supply the interpretive work through which strategic statements become actionable routines. The implication is methodological as much as managerial: strategy should be evaluated not solely by clarity or formal alignment but by its integration into developmental dialogue and feedback loops.

Psychological empowerment constitutes a third analytical layer. Serial mediation evidence linking coaching leadership to creative performance through empowerment and constructive voice behavior clarifies why digital transformation projects benefit disproportionately from coaching styles. Digital environments are characterized by uncertainty, rapid iteration, and evolving skill requirements. Employees who perceive autonomy, competence, and meaning in their tasks are more likely to articulate process deficiencies and propose innovation adjustments. Voice behavior reduces latency between problem detection and corrective action.

Transformation initiatives often fail not because technologies malfunction but because informational bottlenecks persist. Coaching leadership mitigates such bottlenecks by normalizing dialogue. Empowerment becomes an infrastructural feature rather than an individual sentiment. In this sense, coaching competencies generate epistemic agility: the organization becomes capable of learning in motion.

The discussion must also address competency formalization. The validation of digital leadership competency scales demonstrates that digital coaching capability can be operationalized and measured with reliability indices exceeding conventional thresholds. This empirical stabilization is significant. It signals that leadership coaching is not an abstract normative ideal but a construct with definable dimensions—vision articulation, empowerment facilitation, technological literacy, and cross-functional coordination. The removal of weaker strategy indicators during measurement refinement, contrasted with stable leadership metrics, hints at uneven conceptual maturity across constructs. Leadership competencies exhibit stronger internal coherence than digital strategy measures, suggesting that behavioral mechanisms may be more consistently structured than formal planning instruments.

Another interpretive boundary concerns leadership style evolution. Transformational leadership provides motivational depth; agile leadership contributes iterative coordination; servant-coaching leadership embeds relational stewardship; digital leadership integrates technological

foresight. Across these models, coaching competencies serve as connective tissue. They translate high-level vision into developmental engagement. The overlap is not accidental. Digital transformation demands simultaneous motivational alignment, rapid iteration, and sustained learning. Coaching constitutes the operational intersection of these requirements.

The observed disproportion between technological and human capital investments adds further nuance to the interpretation, as managerial awareness of the necessity to align tangible expenditures with staff capacity-building efforts grows, yet empirical patterns continue to demonstrate a pronounced skew in favor of funding allocated to infrastructural components—such as equipment, software environments, and data analytics systems—thereby overlooking the mediating substrate through which technological value is actualized within operational settings.

The results underscore that coaching-oriented leadership proficiency enhances the utility of digital assets by facilitating their assimilation, reconfiguration, and contextual optimization through employee engagement processes rooted in learning and behavioral refinement.

Nevertheless, analytical depth encounters a boundary—due to the lack of longitudinal tracking, it remains unfeasible to ascertain whether these catalytic mechanisms retain their influence throughout prolonged and nonlinear digital adaptation trajectories, which are inherently ongoing and not confined to isolated project timelines.

Although coaching-related capacities are capable of initiating constructive organizational vectors, their sustained influence presumably demands embedded structural support that transcends individual enactments and incorporates institutional mechanisms—such as adaptive learning architectures, incentive frameworks attuned to iterative practice, and selection models that emphasize developmental leadership potential—to consolidate and extend preliminary achievements.

This persistent contradiction reveals itself in the disparity between initial leadership momentum and the institutional scaffolding required to anchor such progress across transformation phases.

An additional structural tension emerges within domains subjected to exogenous compulsion, where, particularly in public sector entities operating under legislative constraints or political acceleration, digital initiatives are frequently deployed at speed without integrative personnel strategies, which in turn elevates the relevance of coaching capacities as a translational buffer capable of converting imposed change into internally accepted evolution.

In such scenarios, coaching competencies mitigate resistance by embedding communicative processes within directive shifts; however, the negligible moderating effect of formal

strategy signals that externally driven mandates, in the absence of relational activation, fall short in sustaining transformation from within.

From a theoretical perspective, the findings refine institutional interpretations of digital transformation. Institutional change is not merely the diffusion of new technological norms; it is the reconfiguration of belief systems and coordination routines. Leadership coaching competencies act as carriers of new institutional logics. They socialize employees into digital mindsets while preserving psychological safety. Institutionalization occurs not through proclamation but through repeated coached interaction.

At the same time, an unresolved tension persists between empowerment and control. Digital transformation requires experimentation, yet it also demands performance accountability. Coaching leadership must navigate this duality. Excessive autonomy risks fragmentation; excessive control suppresses innovation. The structural equation modeling results capture positive relationships but cannot fully articulate how leaders calibrate this balance in practice. Future inquiry may benefit from micro-level process tracing to illuminate how coaching dialogues evolve during high-stakes digital rollouts.

Finally, the economic scale of transformation investment amplifies the practical implications of these findings. When projected expenditures nearly double within four years, marginal improvements in leadership effectiveness translate into substantial financial impact. If half of the initiatives fail, reducing failure rates even modestly through coaching capability development could produce measurable economic gains. The interpretation shifts from abstract leadership development discourse to strategic risk mitigation.

Digital transformation success, as evidenced across the integrated corpus, is not reducible to strategic documents, technological sophistication, or structural reorganization alone. It emerges from the interaction between leadership coaching competencies, psychological empowerment, and organizational agility. Each element modifies the others. Remove coaching, and empowerment weakens. Remove empowerment, and agility becomes mechanical. Remove agility, and strategic intent dissipates.

The discussion, therefore, converges on a structural insight: leadership coaching competencies function as a generative mechanism that reorganizes how organizations perceive, interpret, and enact digital change. Transformation becomes sustainable not because technology is advanced, but because human coordination evolves in tandem.

CONCLUSION

The conducted analysis confirms that leadership coaching competencies significantly influence the success of digital transformation projects through a mediated structural mechanism. The first objective was achieved by identifying

a layered configuration linking coaching behavior to transformation performance. The second research aim was realized by evidencing that both psychological empowerment and organizational agility operate as pivotal intermediary mechanisms that channel leadership influence into concrete functional performance across transformation contexts.

The third aim was addressed by examining conditional interaction patterns, which illuminated that the mere existence of a formalized digital strategy fails to enhance transformation efficacy in the absence of activation grounded in coaching-centered leadership practices.

The overall results point to the conclusion that the determinants of digital transformation effectiveness lie not in the extensiveness of technological deployment but in the organization's capacity for behavioral synchronization across uncertain and dynamic environments.

Through the cultivation of coaching-based leadership capacities, institutions activate empowerment, nurture agile responsiveness, and anchor adaptive consistency amid shifting technological landscapes.

Accordingly, entities striving to elevate transformation outcomes are advised to shift their developmental priorities toward fostering coaching-proficient leadership dispositions as a structural counterpart to technological progression.

In sum, sustainable transformation success is shaped not by the magnitude of digital investment or strategic codification, but by the structural interplay between coaching-based leadership conduct, psychologically anchored empowerment, and organizational agility mechanisms.

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