

A BIBLIOMETRIC REVIEW OF THE LITERATURE ON TEAM COACHING IN THE BUSINESS WORLD

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Abstract: *In the context of increasingly dynamic organizational environments, characterized by frequent changes in how teams are structured, operate, and perform, interest in team coaching as a strategic organizational intervention in the business world has grown significantly. This paper provides an analytical analysis of the scientific literature on team coaching in the business world. This paper examined 329 publications indexed in the Web of Science database between 1994 and 2025, using quantitative and bibliometric analyses and a range of methodologies. These included citation, co-citation, and keyword co-occurrence analyses. The aim of this analysis was to identify patterns of knowledge production and the intellectual structure within the field. The findings highlight the most influential journals, authors, and articles, as well as the key relationships among research topics. Moreover, as the paper indicates, emerging trends and gaps in the literature were identified. Furthermore, offering a structured and accessible overview of the evolution and current state of team coaching in organizations, and how it can support academics in advancing theoretical development and guide practitioners in applying evidence-based coaching interventions. The paper also underscores future research priorities in the relevant literature.*

Keywords: *team coaching; business coaching; literature review; bibliometric analysis; citation analysis; co-occurrence analysis.*

JEL Classification: *M12; M53; M14*

1. Introduction

A systematic literature review has proven advantageous across all areas of study. Therefore, it is essential to consider the field's past evolution, current status, and potential future developments (*Demeter, Szász and Kő, 2019*). Teams are an essential component of an effective organization (*Mathieu et al., 2017*). As the organizational environment continues to change to become more effective, there is a growing need to take a holistic approach to teams. Consequently, in recent years, several researchers have analyzed the efficacy of team development and learning interventions (*Klein et al., 2009*). Due to the overlapping nature of these types of learning with team coaching in business environments, there has been confusion in the literature, which is caused by a lack of clarity regarding the definition and conceptualization of the notion of team coaching (*Jones, Napiersky and Lyubovnikova, 2019*), which impedes theoretical and empirical research (*Kohler, Landis and Cortina, 2017*).

However, there has been a significant increase in research over the last period, with several research areas explored. While some studies focus on team effectiveness

(Cannon and Edmondson, 2001; Edmondson, Roberto and Watkins, 2003; Schaubroeck et al., 2016), others concentrate on defining concepts, competencies, and intervention models (Hackman and Wageman, 2005; Rezania and Lingham, 2009).

The growing connection between team coaching and leadership is supported by an increasing number of researchers in this field. Some researchers focus on individual leadership (DeRue, Barnes and Morgeson, 2010; Farh and Chen, 2018; Morgeson (2005), while others focus on collective leadership (Carson, Tesluk and Marrone, 2007; Eva et al., 2019; Salvato and Corbetta, 2013) or on empowering leaders through coaching (Arnold et al., 2000; Joo, Park and Lim, 2016). This study conducts a bibliometric and analytical analysis of the scientific literature on team coaching in the business world. Edmondson (1999) remains a benchmark work on psychological safety within teams and its influence on team effectiveness. Edmondson, Roberto and Watkins (2003) explain how management teams handle complex tasks.

With these studies, we want to answer the following research questions:

RQ1. *What are the most influential articles and authors, and how do they relate to the field of team coaching research in business?*

RQ2. *What are the most highly ranked publications, and how can they be grouped into categories on team coaching in the business world?*

RQ3. *What are the most interesting topic clusters for team coaching in the business world, and what are the main future research directions?*

The paper includes a literature review of coaching and team coaching in business, an explanation of the research methodology used to achieve the study's objectives, a section detailing the research findings, and a conclusion outlining limitations.

2. Literature review on team coaching in the business world

We found only a limited number of literature reviews on team coaching in the business world. The study conducted by Hackman (2005) offers a succinct overview of prior literature and formulates a novel model that explicates its functions, the time required for the desired impact to be felt, and the circumstances that either aid or hinder performance. Based on the literature review, the authors categorize existing research and theories into 4 models: eclectic interventions (largely atheoretical), process consultation, the behavioral model, and developmental coaching. In addition, the article presents a conceptual model outlining the links among coaching interventions, team processes, and team performance. Although it is a 2005 work, over 21 years old, it remains the most-cited in the literature. The author considers team coaching a form of leadership that facilitates a collective effort toward a common goal.

Dwyer (2019) analyzes 25 years of research on leadership self-efficacy (LSE). The study found that executive coaching, mentoring, cognitive modeling, and training were effective in enhancing LSE.

Widdowson et al. (2020) conducted a research review using an interpretive qualitative methodology and highlighted that existing research on team coaching has focused primarily on defining team coaching, identifying effectiveness factors, and investigating its effectiveness. However, further research is needed on the theoretical framing of team coaching competencies. Hagen (2010) examines the literature on process improvement, quality, leadership, and management coaching to illustrate how training in management coaching for Six Sigma belts would positively impact knowledge accumulation within an organization.

Based on Duff, A.(2013) study, the author develops a conceptual study that examines the relationships among performance management, servant leadership, and leader gender, drawing on a literature review. Because the theory of team coaching suggests differential leader task delivery at various points in the coaching process, this research paper concludes that servant leadership is suitable for team coaching, particularly in the execution of performance management coaching.

On the other hand, the study by Scholtens et al. (2023) offers a systematic overview of the current empirical evidence on the effectiveness of the systemic constellation method as an organizational intervention. The study also examines the key factors influencing the effectiveness of this methodology, which is increasingly used in team coaching. This study does not stop at the concept of general team coaching. Technical term abbreviations, such as "organizational intervention," are explained when first used.

Reich, Gemino and Sauer (2010) conducted a literature review to identify the coaching roles that contribute to its effectiveness. They identified five coaching roles: consultant, supervisor, trainer, facilitator, and mentor. The authors also highlighted the relationship between coaching and leadership in the literature and the limitations of existing quantitative research: a lack of clarity in terminology and reliance on self-administered questionnaires, which are highly susceptible to response bias and interpretation (Werth, Markel and Förster, 2006). Quantitative survey studies often analyze the correlation between team leadership and team performance, but with high variability (Stewart, 2006). If we apply the findings of these studies in practice, we still face the task of determining what a particular team leader ought to do in a specific situation (Kayworth and Leidner, 2001). Conversely, research by Bryman (2004) and Jones and Wallace (2005) highlights the growing need for qualitative research.

None of these studies aimed to conduct a literature review of team coaching in the business world. Instead, they focused on analyzing the literature on other specific concepts within team coaching. Additionally, no bibliometric analyses have been found in the literature to determine which keywords exert the greatest influence, their groupings, the relationships among authors, and who is most frequently cited. We were also unable to identify the most significant journals or research topics.

3. Research methodology

The proposed research involves quantitative methods, including content and bibliometric analyses of the literature on team coaching. While bibliometric analysis is commonly employed in business research (Chang and Lin, 2021; Ramos-Rodríguez and Ruiz-Navarro, 2004; Demeter, Szász and Kő, 2019), no bibliometric literature searches have been conducted in this particular field. To obtain the most precise results, we conducted research following the steps outlined in Figure 1.

The first step was to identify a relevant database for the research. For this study, we chose the Web of Science database, a well-known resource that includes five additional databases and renowned scientific journals (Ropret and Aristovnik, 2019).

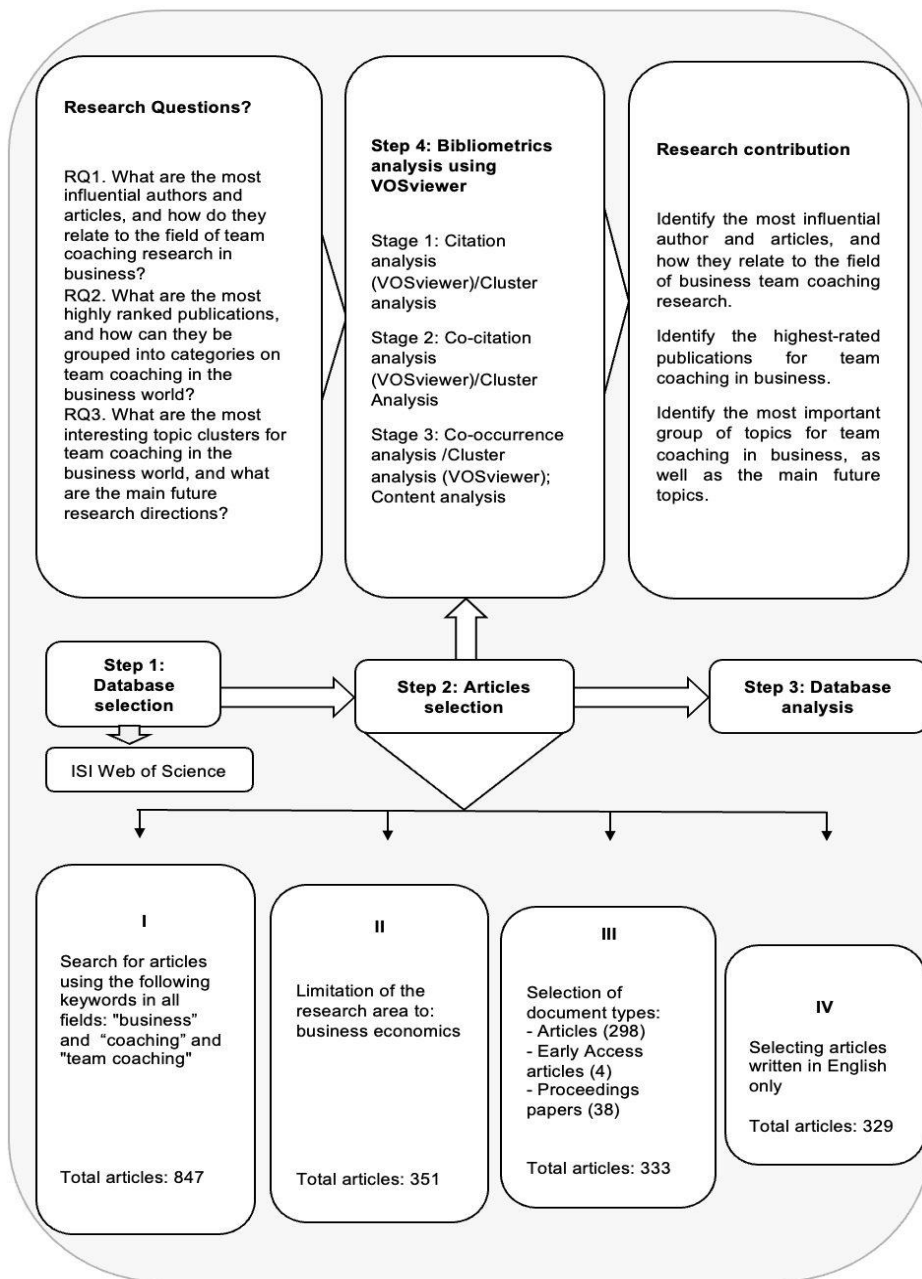


Figure 1: Research methodology

Source: Authors, own research results/contribution

The second step involved identifying the most relevant articles in this database. We applied four filters in four stages, as follows. The first filter involved selecting articles on the keywords "business," "coaching," and "team coaching" from 1994 to 2025 via the advanced search option. To identify the articles most relevant to our research in

the business world, we used the conjunction “and” between the selected keywords. Following this selection, we identified 847 articles that met the selected criteria. In the next step, from the list of filters available on the platform under the “research fields” option, we selected “business economics” as the most relevant. This search term was used to narrow the database to specific topics in the field of “business economics,” yielding 351 articles. In the third step, under the “document type” filter, we selected the options “articles,” “early access articles,” or “proceedings papers.” To avoid compromising the relevance of the articles, we excluded the other options, resulting in a total of 333 papers. Finally, in the fourth step, to ensure a complete understanding of the information, English was selected from the “languages” filter, resulting in 329 articles, with 3 articles in Spanish and 1 article in French excluded. To get an initial overview of the database, in step 3 (database analyses), we exported the database to Excel, selecting records 1–329 and the following columns: title, year of publication, and keywords. The resulting database was analyzed with respect to the number and average number of articles per author, the distribution of publications by citation count over the entire period from 1994 to 2025, and the distribution of articles by publication.

Finally, in step 4 of the bibliometric analysis using VOSviewer, the database was exported in a “tab-delimited file” format to meet the software’s requirements. The selected options were “articles 1 to 329” and “full record and cited references.” A bibliometric analysis was performed on this exported database using Citation Analysis, Co-citation Analysis, and Co-occurrence Analysis.

First, the identified and exported articles were subjected to citation analysis. This type of analysis enabled us to assess academic impact by identifying the most influential author and article in the field. In the second stage, co-citation analysis was performed on the database. This method involved identifying pairs of authors whose works were frequently cited together. Thus, Small (1973) used this method to investigate contextual similarities among several publications in the field of research under study. Co-citation analysis is a bibliometric method that assesses the frequency with which two articles are cited together by other articles (*Gmür, 2003*). Finally, a co-occurrence analysis was performed to map and understand the structure within the document (*Leydesdorff and Vaughan, 2006*). All keywords were grouped into clusters based on the identified interconnections between them and presented in the corresponding mapping.

We use VOSviewer, a software tool designed to generate bibliometric views for various databases (*Van Eck and Waltman, 2010*), which is widely regarded as a neutral, representative, and objective dataset for conducting literature reviews. By employing the automated text extraction feature, VOSviewer identifies words or word sequences that comprise nouns and adjectives from the database using a POS system (*Demeter, Szász and Kő, 2019*). The purpose of using this software was to identify the pivotal authors, articles, and key terms employed in academic journals. For the citation analysis, we imported the Web of Science (WoS) database and generated a bibliometric map using VOSviewer. The objective of the bibliometric mapping was to identify the most influential author and article based on citation analysis.

For this, under the “Type of analysis” option, we selected “citation,” and under the “Unit of analysis” option, we selected “documents.”

To ensure relevance, only articles with at least 15 citations were included in the analysis; we set the “Minimum number of citations per document” to 15, resulting in

97 articles. Among them, only the largest connected component, consisting of 18 items, was represented graphically by selecting the “networking visualization” option. Thus, the size of the circles indicates the number of citations, and the lines represent the connections between them.

For the co-citation analysis, we generated a bibliometric map using the selected database. Under the “Type of Analysis” option, we selected “Co-citation.” We employed the full counting method by selecting “Full Counting” from the “Counting Method” option, and we focused on cited references by selecting “Cited References” from the “Unit of Analysis” option. In the visualization, we included only articles with at least 10 citations to ensure their significance, selecting 10 as the “minimum number of citations for a cited reference.” Of the original 14321 articles, only 14 remained. The size of the circles indicates the number of citations, while the lines and their distance emphasize the strength of the connections between them. Additionally, they are grouped into clusters and visually differentiated by color in a network visualization map.

Using co-occurrence analysis, a bibliometric map was generated that highlights the most significant keywords in the specialized literature. For this analysis, the same database was used to generate a bibliometric map that highlights the most significant keywords in the specialized literature. A filter requiring at least 10 occurrences was applied to the database. As a result, 1,679 keywords were identified in the search, of which only 25 met the filter criteria. The diagram was created using identical network visualization parameters.

5. Results and discussion

5.1. Results of the database analysis

The WoS database includes 329 academic papers published in 65 journals, consisting of 88,48% scientific articles, 11,41% proceedings papers, and 1,20% early access articles. 201 authors (TA) were responsible for 324 articles (Ta). Only four authors, Coetzer G, Peter Seemann, Vveinhardt J, and Washington M., published 3 articles, while 42 authors published 2 articles each. The Ta/TA calculation indicates that the authors published an average of 1.63 articles. This suggests a lack of interest among researchers in pursuing further studies in this field. Database analysis has been approached in various ways. Also, this end, we investigated the publication’s chronological distribution in the database for the entire period from 1994 to 2025, as depicted in Figure 2. The figure shows a rising trend in publications, with peaks in 2016, 2019, 2022, and 2024. The International Coaching Federation, the world’s largest professional association in the field of coaching, introduced specific certifications for team coaches alongside individual certifications, reflecting increasing interest in the field (*International Coaching Federation, 2019*), which can be linked to a constant interest in research in this field, as we can notice in the figure. There has been a growing interest among researchers in this field, especially since 2016.

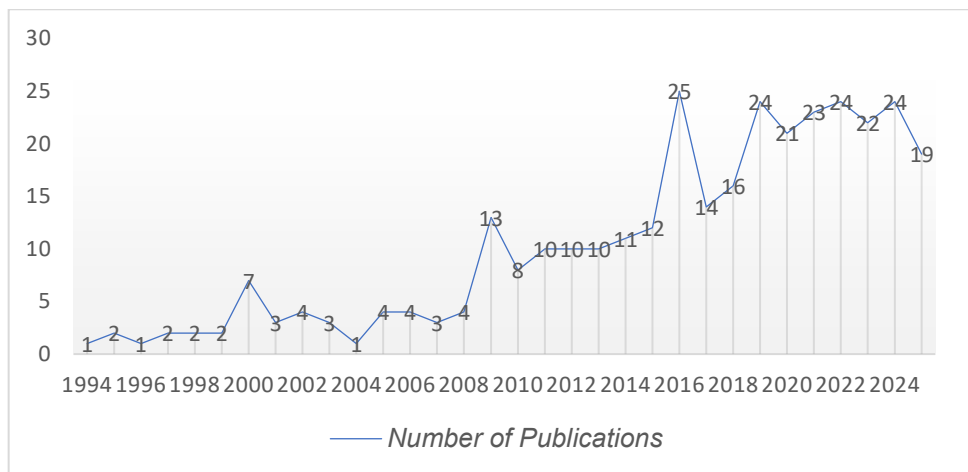


Figure 2: Distribution of publications 1994 - 2025

Source: Authors, own research results/contribution

Secondly, we analyzed the distribution of publications by citation count for the entire period from 1994 to 2025, as shown in Figure 3. We observed a steady increase in citation counts throughout the analysis period, indicating a corresponding rise in research efforts on this topic. In 2023, we saw a slight decrease from 852 to 746 citations, but in the following two years, the number of citations rose again to 892 and 924. This is an exception, as the overall trend remains one of steady growth over the years.

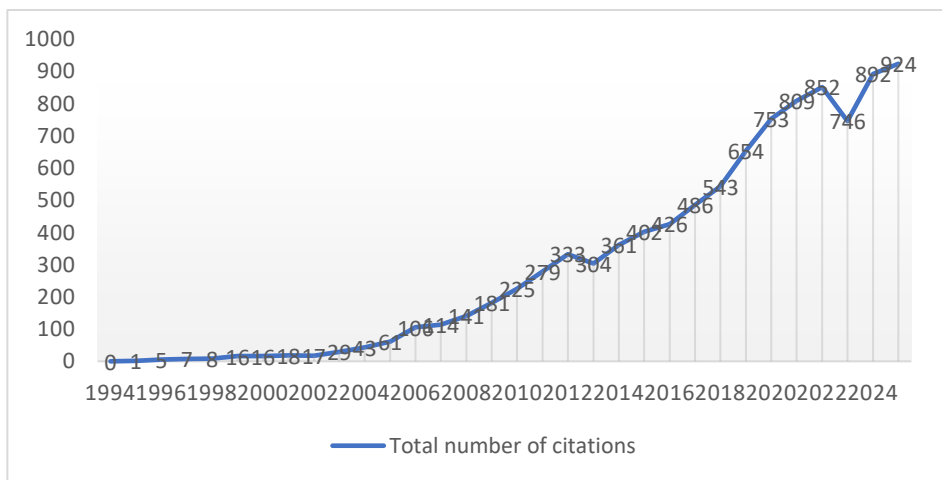


Figure 3: Citation Distribution 1994 - 2025

Source: Authors, own research results/contribution

Third, we analyzed the number of articles published in various journals, as shown in Figure 4. Out of 329 articles, we selected 205 journals representing the 29 most relevant publications, with 3 articles each, to ensure relevance and visibility. "Harvard Business Review" published 18 articles and remains the journal that garners the most interest among researchers, based on the number of publications.

The “European Sport Management Quarterly” published 16 articles, the “Journal of Sport Management” published 12 articles, the “Journal of Sport Economics” published 7 articles, and the “Sport Management Review ” published 5 articles.

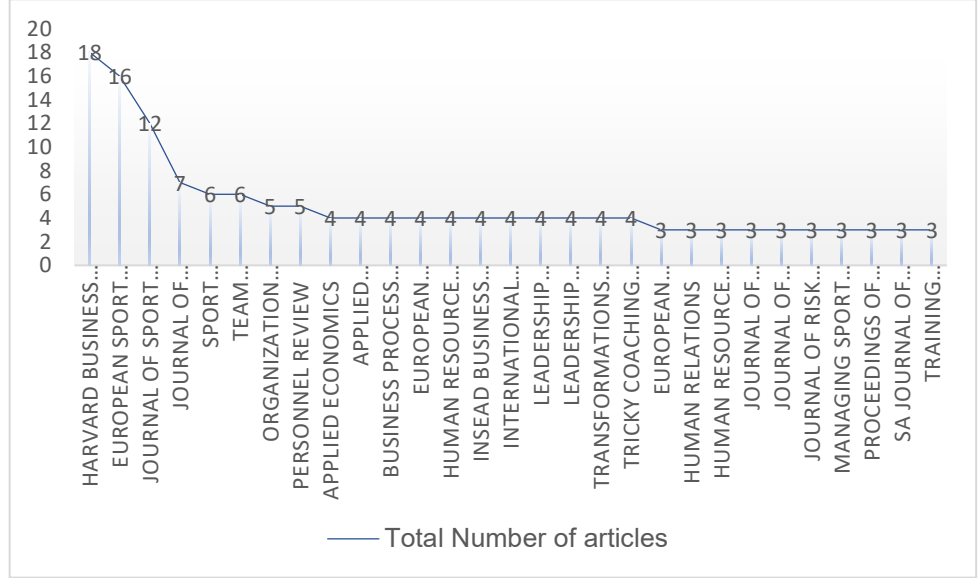


Figure 4: Distribution of articles on Publications
Source: Authors, own research results/contribution

These four sports journals, with a total of 41 articles, showed a strong interest in sport management as it relates to coaching and team coaching as a concept, but do not indicate a genuine interest in the study of organizational interventions involving team coaching in sport. The large number of articles is due to confusion over terminology.

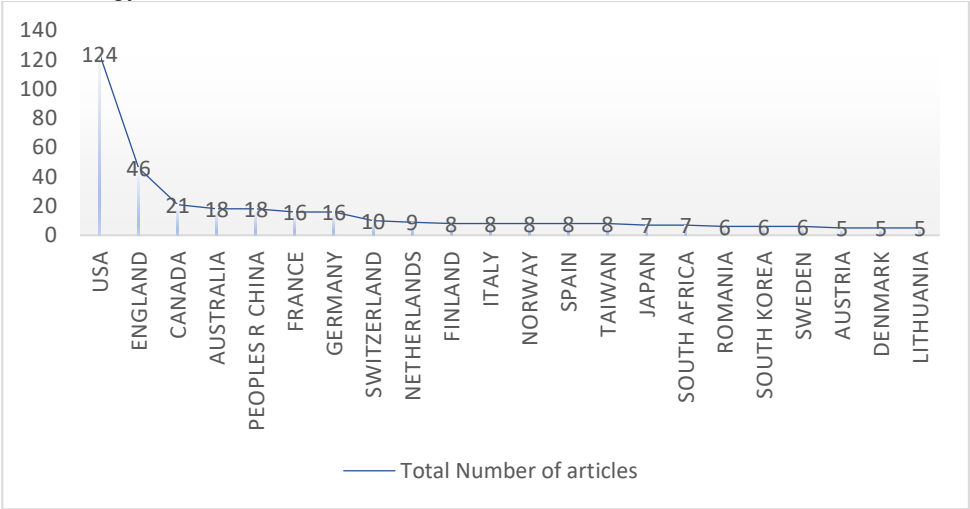


Figure 5: Distribution of articles by Country
Source: Authors, own research results/contribution

In sports, the terms “coaching” and “team coaching” refer to the instruction a coach provides during training sessions and competitions. Therefore, a clarification of terminology in the specialized literature is necessary to avoid confusion and prevent inappropriate analyses regarding the term “team coaching.” Continuing the database analysis, Figure 5 presents the regional distribution. Of the 51 countries included in the analysis, we have included only 22 with more than 5 articles to avoid overcrowding the chart, as these are the most relevant. The data indicate that the USA has the highest number of publications during the study period, with 124, followed by England with 46, Canada with 21, Australia and China with 18 each, and France and Germany with 16 each. Interest is evident across all continents, with North America recording the highest number of studies in this field, followed by Europe; Romania is also represented, with 6 articles.

5.2. Results of the citation, co-citation and co-occurrence analysis

5.2.1 Results of the Citation Analysis

The VOSviewer software was used to conduct a bibliometric analysis of the database.

The results are presented in Figure 6, which shows a map of the most significant authors and articles, grouped into distinct clusters identified by different colors. The size of the circles reflects the significance of the articles (number of citations), while the lines between articles represent their connections and vary in color. It is evident that Edmondson, Roberto and Watkins (2003) are the most-cited author and journal in the field, followed by Carson, Tesluk and Marrone (2007) and Arnold *et al.* (2000).

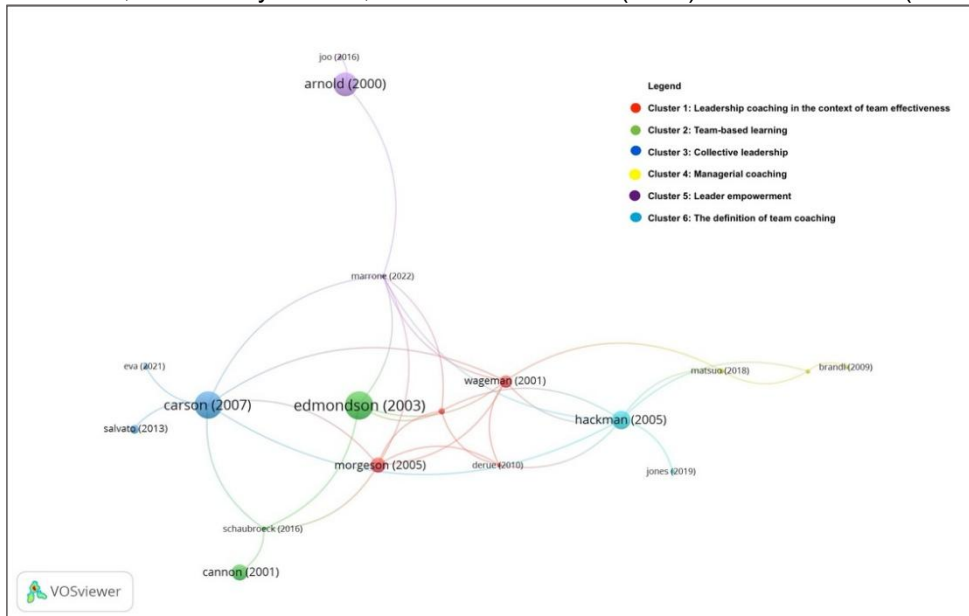


Figure 6: The map of the most influential articles in team coaching in the business world

Source: Authors, own research results/contribution

On the map, we can see the works of Hackman (2005), Cannon and Edmondson (2001), and Wageman (2001). After analyzing the six clusters based on their central themes, they were coded as follows: *"leadership coaching in the context of team effectiveness"*, *"team-based learning"*, *"collective leadership"*, *"managerial coaching"*, *"leader empowerment"*, and *"the definition of team coaching"*. The first cluster, colored red, includes the works of Wageman (2001), Morgeson (2005), Farh and Chen (2018), and DeRue, Barnes and Morgeson (2010), D. Scott et al. (2010), and was labeled *"leadership coaching in the context of team effectiveness"*. DeRue, Barnes and Morgeson (2010), D. Scott et al. (2010) compare the effectiveness of the coaching leadership style with the directive leadership style and conclude that coaching leadership is more effective in teams where members have high self-efficacy and the leader uses charisma. Morgeson (2005) analyzes the impact of coaching on external leadership and self-managing teams, while Farh and Chen (2018) investigate the role of a leader's voice in influencing team performance. Wageman (2001) shows that the way leaders organize their teams and the quality of hands-on coaching they provide influence both the team's self-management and the quality of relationships among members, as well as their satisfaction, but only leaders' design activities affect team task performance.

Cluster 2, in green, titled *"team-based learning"* includes Cannon and Edmondson (2001); Edmondson, Roberto and Watkins (2003) and Schaubroeck et al. (2016). Edmondson, Roberto and Watkins (2003) are the most influential authors on effectiveness in active teams, whose framework is constantly changing. Cannon and Edmondson (2001) examine how teams learn from failure and the factors that influence this learning. Schaubroeck et al. (2016) explain the self-learning process that leaders undergo through coaching.

The blue cluster, number 3, labeled the *"collective leadership"* cluster, consists of 3 items and includes 3 authors. Carson, Tesluk and Marrone (2007) is the second-most-influential author by citation. They examine shared leadership from both practical and theoretical perspectives and its impact on performance. Eva et al. (2019) go further by focusing on the theoretical aspects to clearly define shared leadership as part of leadership development. Salvato and Corbetta (2013), on the other hand, studied the role of the advocate in leadership change and its support for the effectiveness of the integration process. Cluster 4 (yellow) was labeled *"managerial coaching"* It includes Matsuo (2018) study, which examines how managerial coaching directly influences the learning process at the team and individual levels; Nyfoudi et al. (2023) study explains how managerial coaching competencies relate to team performance, and the article by Brandl, Madsen and Madsen (2009) which highlights the importance of line managers' perceptions of the human resources department's responsibility.

The purple cluster number 5, labeled *"leader empowerment"* consists of the following authors: Arnold et al.(2000) who developed the EQA questionnaire, a new measurement tool for assessing leader empowerment behavior; Joo, Park and Lim (2016) a study conducted in South Korea that investigated the personal (learning goal orientation LGO), contextual (empowering leadership), and work-related (psychological empowerment) antecedents of psychological well-being (PWB) that help empower leaders; and Marrone et al.(2021) which highlights the importance of coaching for leaders to support them in today's rapidly changing context.

The last cluster, number 6, is light blue and labeled *"team coaching definition."* It functions, the time required for the desired impact to be felt, and the circumstances

that facilitate or impede performance. On the other hand, Jones, Napiersky and Lyubovnikova (2019) provide an analysis and literature review of the term's definition and characterization in the team coaching literature.

5.2.2 Results of the Co-Citation Analysis

Figure 7 presents a graphical representation of the most influential articles used as the basis for research studies in this area. We have labeled the articles exactly as they appear in the reference list, using co-citation analysis. We note that Edmondson(1999) paper is the most influential. It is followed by Hackman (2005) and Podsakoff et al. (2003).

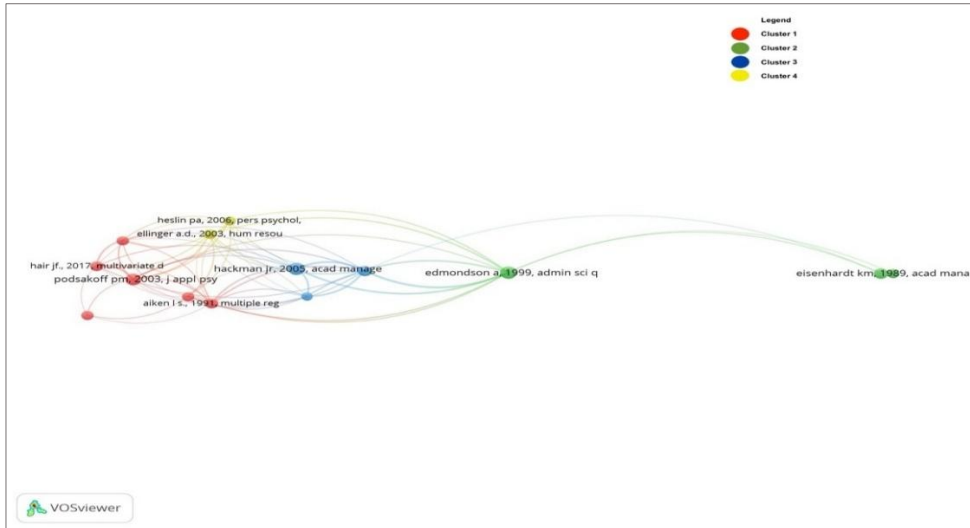


Figure 7: The key articles map in the field of team coaching in the business world (Co-citation map)

Source: Authors, own research results/contribution

The most representative study in Cluster 1 is Dirks (2000), which examines trust in leaders and its influence on performance, along with five other papers on research methodologies, including Podsakoff *et al.*(2003) and presents a literature review on research methods showing that, without controlling for common method bias, many results from behavioral research can be misleading; Aiken (1991) on multiple regression; Fornell and Larcker (1981), which evaluates structural equation models with unobservable variables and measurement error in research methodology; Hair *et al.*(2017), which study the Partial Least Squares structural equation modeling (PLS-SEM) method in research; and James, Demaree and Wolf (1984) which study methods for aggregating data at the group level in research. This cluster centers on several research methodologies, with Dirks (2000) as a central reference.

Cluster 2, marked in green, contains Edmondson (1999), a seminal paper on psychological trust within teams, and two papers on research methodologies: Eisenhardt (1989), one of the most important guides for case study-based research, and Miles, Huberman and Saldaña (2014) a practical guide for qualitative data analysis. Therefore, the central study in this cluster remains Edmondson (1999).

Blue cluster 3 includes Hackman (2005) on team failure due to poor team design and ineffective management; Wageman (2001) on the leader's contribution to team performance through appropriate design; and Marks, Mathieu and Zaccaro (2001) on team processes over time. In this cluster, all three studies focus on the same central theme: team performance in organizations and the factors that influence it. Finally, the yellow Cluster 4 includes the study by Heslin, Vandewalle and Latham (2006) on managers' beliefs about the extent to which people can change through their coaching and employee development behaviors, and the study by Ellinger and Bostrom (2003) on the importance of managers' coaching behaviors in organizations. The central idea of this cluster is that managers' coaching skills are necessary for team growth.

5.2.3. Results of the co-occurrence analysis

Co-occurrence data provide valuable insights for mapping and understanding the structures within document sets (Leydesdorff and Vaughan, 2006). Figure 8 shows a scientific map generated with VOSviewer. This map highlights the most important research topics related to this field.

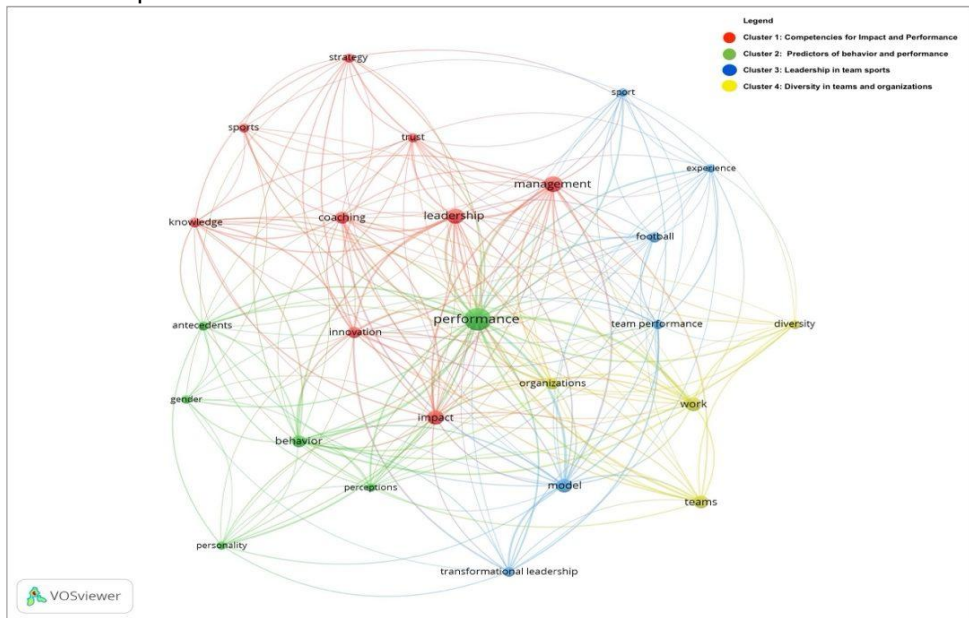


Figure 8: The co-occurrence map of keywords in the field of team coaching in the business world

Source: Authors, own research results/contribution

The keywords have been grouped into five clusters, highlighted in different colors, just as in the citation analysis. The size of the nodes indicates the total number of times each keyword appears, and the links in the map highlight connections between them. Thus, the term "performance" is the most frequently used and interconnected term in the specialized literature, followed by "management", "leadership", "work", "teams", and "behavior". They are grouped into 4 clusters, represented by 4 different colors as follows: cluster number 1, the red one with 9 items: "coaching," "impact," "innovation," "knowledge," "leadership," "management," "sports," "strategy," "trust,"

cluster number 2, the green one with 6 items: “antecedents,” “behavior,” “gender,” “perceptions,” “performance,” “personality”; cluster number 3, the blue one with 6 items: “experience,” “football,” “model,” “sport,” “team performance,” “transformational leadership”; and cluster number 4, the yellow one with 4 items: “diversity,” “organizations,” “teams” and “work”.

Based on the keyword analysis, the four groups were assigned representative labels as the most important research topic: “*Competencies for Impact and Performance*”, “*Predictors of behavior and performance*”, “*Leadership in team sports*”, “*Diversity in teams and organizations*”.

As shown in Figure 9, when the keyword “coaching” is analyzed separately, it is directly linked not only to keywords in Cluster 1 (red) but also to several keywords in other clusters. Among these, connections are evident with “performance,” “teams,” “organization,” “work,” and “model,” terms specific to the business environment, as well as with “football” and “sport,” terms specific to the sports environment, and with “behavior” and “personality,” terms specific to psychology. We can see that the keyword “team coaching,” as an integrated concept, does not appear in the map, suggesting it has not been a key concept of major relevance to the research conducted so far. Instead, a connection can be observed among the words “coaching,” “teams,” and “team performance” as separate terms.

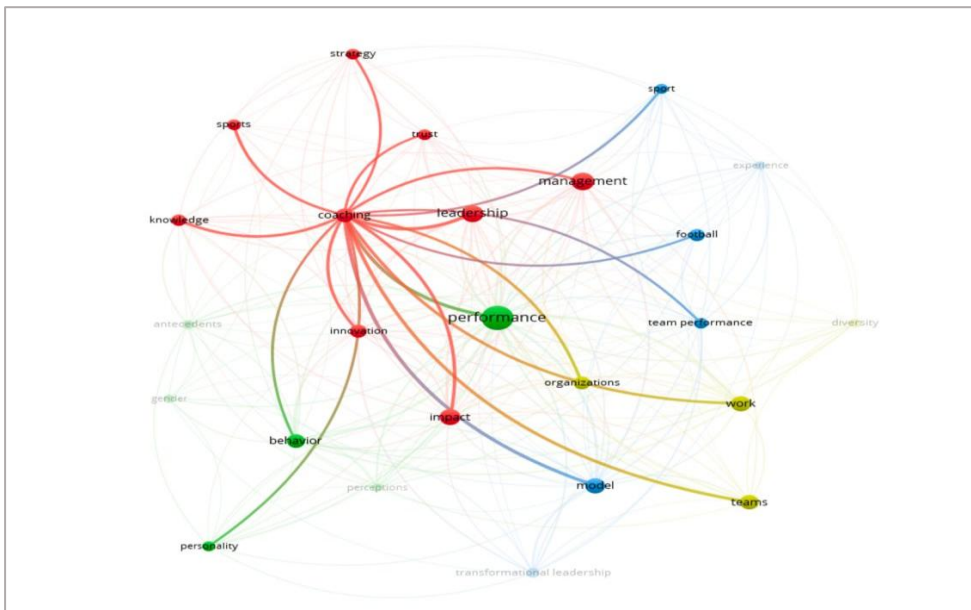


Figure 9: Keyword “coaching” in the co-occurrence map of keywords in the field of team coaching in the business world

Source: Authors, own research results/contribution

6. Conclusions and limitations

This article makes several contributions to the field of team coaching in the business environment through a database and bibliometric analysis of specialized literature on the concept, intended for both researchers and practitioners.

An analysis of the database reveals a growing interest in team coaching over the past 10 years, particularly in the United States and Europe. We also conclude that there is some confusion in the literature regarding its use. For example, in the field of sports, the term “team coach” is used to describe sports training rather than organizational interventions of a “team coaching” type. Therefore, a study is recommended to clarify the concept of “team coaching” as an organizational intervention within sports organizations' teams and as a training method in sports.

Based on a bibliometric analysis, the most important and influential articles in the field of team coaching in the business environment are first identified, helping researchers determine which articles are essential to study and assisting practitioners in identifying the connection between theory and practice. On the other hand, the study identifies authors who have had a significant impact on the academic literature. This paper provides a way for future collaborative research projects involving multiple researchers, universities, and professionals.

Based on an analysis of citations and co-citations, the paper by Edmondson, Roberto and Watkins (2003), inspired by Edmondson (1999), remains the most cited and influential work in the literature, alongside Carson, Tesluk and Marrone (2007), Hackman (2005), and Podsakoff *et al.* (2003).

In addition, the most important topics studied to date have been identified through keyword analysis and their relationships, providing valuable insights into areas of interest. Words such as performance, coaching, team performance, leadership, sport, teams, behavior, organizations, and management remain the most frequently used, and grouping them has yielded four research topic areas based on future areas of interest: “*Competencies for Impact and Performance*”, “*Predictors of behavior and performance*”, “*Leadership in team sports*”, “*Diversity in teams and organizations*”. Finally, the bibliometric research method using VOSviewer visualizers is novel in this research field. The software provides a graphical representation that is easy to analyze and interpret, displaying the most influential authors and journals through citation and co-citation analysis.

The study, of course, has some limitations. The first concerns how the database analyzed was created. The study used only the Web of Science database, which, although the most prestigious, does not include the entire literature. Future studies should consider other databases to expand the population studied in this work. Also, regarding the database, the study was limited to articles, research papers, and early-access articles, thereby excluding part of the population. In the future, it is recommended to examine other works that could be valuable to the field.

After conducting a co-occurrence analysis, it is evident that the keywords “coaching” and “business” have not been among the most important topics studied in the literature to date. This suggests that using these keywords only narrowed the database. It is recommended that, in the future, the database be narrowed to the research area within the business field and to other keywords related to team coaching.

It is also recommended that the integrated concept of “team coaching” be further researched, rather than treating “coaching” and “team” separately. Such conceptual clarification can be particularly useful for researchers to avoid confusion in the literature over term use and for practitioners and professional associations in the field to provide a starting point for their professional work.

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