

## Coaching the team in digital workplaces

### 1 *Introduction*

The use of digital workplaces for teams to adapt quickly, maximise team strengths, address threats more speedily, and increase productivity in a competitive globalised business environment was reported to fail to live up to its promise as early as 1999 (Duarte & Tennant Snyder).

With digital team coaching taking traction in our field as the urgent imperative for virtual team effectiveness, it is time we address two fundamental questions: (1) what may be critical success factors of team coaching in digital workplaces, and (2) what may be unique about digital team coaching?

Answering these questions, we will start by highlighting the essence of co-located and digital teams as well as the purpose of co-located and digital team coaching. Next, we will scope our evidence base and experiential wisdom in the latter two. We will then place digital team coaching in an interdisciplinary context to expand our understanding of the idiosyncrasies of digital team coaching. Finally, we will derive some implications for digital team coaching to inspire practice and research in the future.

### 2 *Theory, Research and Practice*

#### 2.1 *The essence of co-located and digital teams*

