

MODERN STAFF DEVELOPMENT METHODS: COACHING

Monograph



**V. ZAMLYNSKYI
B. M. CAMARA
ADIL M. A. S. AL ALI
A. BUZUNAR**

Veliko Tarnovo, Bulgaria

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V. ZAMLYNSKYI, B. M. CAMARA, ADIL M. A. S. AL ALI, A. BUZUNAR

Victor Zamlynskyi, Balla Moussa Camara, Adil Mohamed Abdalla Sultan Al Ali, Alina Buzunar

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Editor

Prof. Mariana PETROVA

DSc St. Cyril and St. Methodius University of Veliko Tarnovo, Bulgaria

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Daffodil International University, Dhaka, Bangladesh

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The complexity and dynamism of the factors of the modern business environment sets the task of effective human resource management, maximum self-realization and professional growth of employees. The manager needs to have coaching competence to constantly control the direction of professionally oriented development in the business space. The authors tell how, paying special attention to the corporate culture, the motivation of decisions in the context of sustainable development, you can get the desired result from the company's employees. Coaching as a tool for adaptive personnel management in modern companies allows developing a reputational concept of building a sustainable development team and achieving its implementation through active interaction with personnel. The monograph is intended for HR managers, students, studying management and administration, business coaches, recruiter's specialists, as well as for those who seek to deepen their knowledge in the field of coaching.

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Email: office@access-bg.org

<http://www.access-bg.org>

CONTENTS

INTRODUCTION	4
1. THEORETICAL BASICS PERSONNEL IMPROVEMENT AT THE ENTERPRISE	9
1.1. Personnel development methods	9
1.2. Essence, theoretical foundations of coaching, goals and benefits	19
1.3. Relationship: coaching management, gamification and leadership	31
2. ANALYSIS OF THE IMPLEMENTATION OF COACHING IN STAFF DEVELOPMENT MANAGEMENT	43
2.1. Application technology coaching on the enterprise	43
2.2. Limitations in coaching	58
2.3. Corporate culture of teamwork based on ESG	62
3. DEVELOPING A PROGRAM TO IMPLEMENT COACHING AS A TOOL FOR STAFF DEVELOPMENT	80
3.1. Coaching as a tool for adaptive personnel management in modern companies	80
3.2. Indicators for assessing personnel management	94
3.3. Reputational concept of building a sustainable development team	102
CONCLUSIONS	126
REFERENCES	131
APPENDIX	137

INTRODUCTION

For effective human resource management, maximum self-realization and professional growth of employees, a manager needs to have coaching competence to constantly monitor the direction of professionally oriented development in the business space. The complexity and dynamism of the factors of the modern business environment, which are complemented by the emergence of a significant number of new challenges and threats to the activities of economic entities, require the implementation of adaptive business management tools into management practice. Adaptive management should include not only effective methods, levers and functions, the entire management system should be ready for changes in external and internal environment factors, including corporate organizational culture, management processes, resources, company personnel.

A modern management system should be focused on a quick response to changes in the factors of the company's business environment, the organizational structure of management and production should be flexible, and resources should be sufficient, however, the effectiveness of adaptive changes is determined, first of all, by the degree of readiness of the organization's personnel for such changes, the level of professional competence, skill and responsibility of employees, high level of organization and ability to non-standard solutions. The formation of such qualitative indicators of the organization's personnel is possible only with a constant process of learning and using innovative methods, forms and tools of training practice in the practice of training employees, one of which is coaching.

The development of personnel is one of the most important tasks in the management system, since every day the process of aging of skills, knowledge and skills of personnel continues, which encourages continuous improvement. Today, there are various methods of personnel development. One of the newest, promising and effective is coaching as a way of influencing the performance of people in an organization.

Studied:

- theoretical, methodological provisions and practical significance of personnel improvement at the enterprise and the role of coaching in the development of personnel at the enterprise;

- substantiated the essence and role of coaching as a modern tool for managing the development of personnel, analyzed and developed an effective coaching program;

- the level of efficiency was assessed activities enterprises and the process of introducing coaching at the enterprise;

- development of a system of indicators that can be used to evaluate the effectiveness of coaching personnel management at the enterprise and the possibility of using the latest tools for managing the development of staff potential;

- justified the use of coaching as a tool for adaptive management of personnel of modern companies on the principles of corporate culture of teamwork based on ESG;

- practical recommendations for improving the efficiency of managing the organizational development of an enterprise on the basis of a long-term reputational concept of forming a sustainable development team are proposed.

At process scientific writing work used so no methods as: analysis Yes synthesis, system analysis, comparison, observation, formalization, graphical method, method of expert assessments. The research is based on the dialectical method of cognition of processes and phenomena, in particular, the monographic method (in identifying current trends and researching scientific achievements in science and the practice of personnel training), comparative (in assessing the level of costs and forms of personnel training), abstract-logical method (theoretical and methodological generalizations, substantiation of conclusions) used in determining the essential features and the role of coaching in the HR system -management.

Today we are faced with the need to move to new management methods that allow us to adequately respond to the challenges of the global socio - economic environment.

The development of new types of business, together with the dynamic development of information technology, has led to a decrease in the number of qualified employees in many organizations and has necessitated constant training, which boils down to the fact that the remaining “survivors” must be comprehensively developed, ready for change, and make management decisions independently, take responsibility for subordinates and performance indicators of the company, and comply with the concept of sustainable development. In this situation, effective communication in teamwork and a high level of corporate culture, where employee comfort prevails, responsibility for the company's reputation and the final result accepted by all members of the group, are a real tool for fair competition in the market. The problems of communication management, organization of teamwork and corporate culture, as well as the associated risks associated with the formation of these reputational assets, in our opinion, are of particular relevance in the light of uniting employees in the process of joint activities in order to increase productivity both today and in the interests of our descendants. for the long term survival of mankind.

Personnel development is one of the most important tasks in the management system, since every day the process of skills aging continues, knowledge and be able to staff, what encourages to constantly mu improvement of methods of their accumulation and modernization in accordance with the modern concept of world development. Today, there are various methods of personnel development. One of the newest and most promising and more efficient is an coaching - way impact on the process and results the work of people in the organization. A coaching culture helps people at all levels increase employee engagement, empowers them to excel in their tasks, emphasizes the importance of personal and corporate development, encourages creativity, and helps people take pride in their responsibilities. When top management only focuses on income statements, they may think they are in control, but they are actually missing out on a lot. Employees must often make quick and unpopular decisions in response to changing conditions, and to do so effectively, they must be empowered and motivated not only to earn their daily bread but also to participate in sustainable development.

To achieve this, learning must take place not only in the form of theory, but also through training and coaching, helping employees maximize your knowledge of processes at the enterprise to help them with self-knowledge and ways of self-correction.

The theoretical basis for the study of this topic was the work of such figures as: Brinkerhoff & Apking (2001); Whitmore, (2019); Holton & Burnett (2005); Melia (2008); P. Hawkins, N. Smith (2015), Marcus Sidonius Falx (2015). Scientific publications on this issue are gradually appearing in Ukraine as well. In particular, Gibner (2011); Skorobagatska (2021); Liakh & Lytvyn (2020); Mykolaichuk et al (2020); Nezhinskaya & Timenko, (2015); Romanova (2014); Kryukova I. et al (2022) and numerous other scientists.

The purpose of the study is to substantiate theoretical, methodological and practical recommendations for the formation of effective coaching tools in the practical activities of a domestic enterprise. The content and characteristic features of coaching as a modern tool for professional training of personnel are disclosed and the need for its use of adaptive management in the practice of domestic companies is substantiated.

Respectively formulated goals in work was and delivered the following **research objectives**: to explore the essence and elements of coaching, to determine its place and role on the enterprise; estimate results socio-economic activities object of study; analyze the practice of using coaching at the object of study; develop practical recommendations for increasing the effectiveness of coaching at the object of study; perform a predictive assessment of the payback for the implementation of a personnel development project and a self-learning organization.

Object research there is coaching process in today's business environment.

The subject of the research is the theoretical, methodological and applied aspects of coaching in the enterprise.

Methods research. At work used dialectical method knowledge and a systematic approach, general scientific and scientific methods of cognition of phenomena and processes, in particular: analysis and synthesis, induction and deduction, analogy and comparison (in the study and generalization of the theoretical and methodological foundations of reputation management); comparative analysis, method of statistical groupings, average and relative values; graphic and other ways.

Information base of the study is the legislation of Ukraine, scientific publications of domestic and foreign scientists, practitioners in the field of HR management, scientific articles, legislative and regulatory materials, Internet resources.

Scientific value. The results obtained are determined by the following aspects of the study: coaching is used as an effective tool for adaptive management of company personnel and obtaining strategic competitive advantages for companies in the market. The types of coaching, a set of socio-economic and psychological factors, on which the main modern technologies of coaching are rallied, have been studied, a set of professional competencies of coaches has been determined and a program for the implementation of coaching has been proposed, as well as an organization management concept based on trainings.

Key words: personnel, management, coaching, efficiency, coaching performance indicators, coaching-based personnel management, personnel development, sustainable development, adaptive management, corporate culture, business reputation, ESG.

CHAPTER 1. THEORETICAL BASICS PERSONNEL IMPROVEMENT AT THE ENTERPRISE

1.1. Personnel development methods

A person throughout his life goes through different stages of life, development, different levels of the formation of professionalism, depending on the education received. education, chosen profession, work in the specialty. These stages do not always coincide, however, as a rule, they can occur in parallel: as a person grows physically, intellectually, makes his choice in the world of professions, in the labor market. This characterizes the uniqueness of a person, the uniqueness of professional development as a process of mastering one or more professions that accompanies labor activity, is one of the most important factors in achieving a person of his personal maturity, adulthood as an active transforming individuality. Under certain conditions of the development of society, a person becomes the bearer of specific professional qualities, a certain intellectual and innovative potential.

It depends on subjective and objective factors, in particular, on the characteristics and conditions of individual and social development, the possibilities of social progress based on the achievements of science and technology, the accumulation of knowledge, the pace of movement towards a post-industrial economy, overcoming contradictions, timely identification of ways and opportunities for meeting needs, further development of society. In turn, qualitative changes in the professional development of people cannot but affect the development of society, therefore, there is always a close mutual influence between them.

Therefore, the key to the successful operation of any organization is the staff. The performance of the business depends on the level of his education, professional qualities, experience, motivation.

Professional and successful recruitment, recruitment and selection of personnel is only the first brick in the foundation of building a successful organization, the main tasks of management are the constant development and motivation for self-improvement of personnel, increasing their loyalty to the organization by unlocking hidden potential through professional development, advanced training, internships and, distance learning. In the context of the globalization of social and labor relations and their branching, the problem of personnel development is extremely relevant. Today it is no longer enough to find highly qualified workers, they need to be able to retain, motivate and stimulate them to productive work, which will help increase the competitiveness of enterprises.

The scientific study is devoted to highlighting the features of personnel development at domestic motor transport enterprises. The presented results of the research should be a continuation of the cycle of work on the development of personnel, depending on the sectoral affiliation of the enterprise.

The current situation in the labor market can be characterized by an increase in unemployment, a decrease in the number of employed people, the lack of a first job for young people and the difficulty of finding a job for people who have lost it for various reasons. In modern conditions, in a rapidly aggravated market environment, there is literally a tough competitive struggle for survival, you have to work in a new way; top management and business owners put forward many new conditions for hired personnel, who must respond flexibly to market demand, form and expand the client base, possess the means of quickly adaptive response to changes in production processes and functional duties, be stress-resistant, mobile, caring and etc. Consequently, the situation requires each employee to constantly take care of their own professional growth or advanced training. The most common and comprehensive definitions of the concept of "personnel development" are given in Table 1.

Table 1. Variants of the concept of "personnel development"

Author	Concept
Yehorshin (2001)	defines staff development - it is a complex and continuous process of comprehensive development of the personality of the employee of the organization for the purpose of increase of efficiency of his work.
Shlender (2005)	staff development is a system of support measures ability to train employees, dissemination of knowledge and best practices, training of young employees. Personnel development is a major factor in the competitiveness of the enterprise in today's conditions. In general, development is a process of purposeful, irreversible changes, which leads to the emergence of new quantitative, qualitative changes. However, in scientific circles there are contradictory discussions about the concept of "staff development".
Hrynyova (2004)	considers staff development as carrying out activities that contribute to the full disclosure of personal potential of employees and increase their ability to make a significant contribution to the development of the organization
Savchenko (2002)	staff development is a systemic organized process of continuous professional training of employees to prepare them for new production functions, professional development, formation of a reserve of managers and improving the social structure of staff [12, p.17].
Garavan, Costine, Heraty, (1995)	Personnel development is also seen as a purposeful set of informational, educational and job-specific elements that help improve the skills of employees of a particular enterprise in accordance with the objectives of the enterprise and the potential and inclinations of employees.
author's version: Zamlynskyi, Camara, Al Ali, Buzunar	Staff development: building the capacity of the workforce through training, retraining and mobility. If the employee is not a member of the team, his wishes are not heard, not discussed and not taken into account, he does not grow as a specialist, communicator, innovator - the employee seeks and leaves on more acceptable terms. Often, the recruitment budget is a priority over the payroll, so organizations need a new approach to workforce management that puts people's skills development at the forefront and moves away from hierarchical work management. Successful staff development offers a culture of continuous learning for sustainable development to unleash the potential of the workforce and develop modern skills. You do not need to be afraid to grow your own leaders of your company, develop a plan for the development of leadership skills and a reliable personnel reserve, as well as unique proposals for young people to improve their knowledge, communication skills and abilities to do their job. The company not only pays for the work, but also helps to become more efficient in its current role and growth, mainly for this company.

Summing up all the above approaches, we must dwell on the fact that personnel development is a targeted systematic approach to improving the qualitative characteristics of the personnel of organizations in order to increase labor performance and increase overall productivity and effectiveness.

Currently, social, professional and personal development of the personnel of enterprises is distinguished. In addition, as professional growth is based on qualification, psychophysiological and personal potential.

Training is one of the most effective ways to develop the personnel of any enterprise (organization). In addition to traditional methods of personnel development, there are innovative ones that are widely used in European countries, while in Ukraine they are just beginning to be used in the practice of enterprises. Modern methods of personnel training include the following:

1) Video training - visual training, implemented by providing personnel with audio and video programs, electronic documents, etc.

2) Distance learning - the use of telecommunications technologies for training staff at a distance (the most used variety is Skype-learning or listening to webinars).

3) Modular training - full-time (tied to a training center) from separate thematic blocks (modules) aimed at achieving a certain result (solving a specific business problem, developing certain competencies, etc.). The training course should include the mastery of theoretical material, the implementation of practical work, as well as final projects. The duration of modular training depends on the amount of knowledge to be learned and the competencies to be acquired.

4) Case-learning - consideration of practical situations based on the experience of various enterprises, providing for the analysis and group discussion of hypothetical or real situations. This method allows you to develop the ability to analyze, diagnose and make informed decisions. This method is effective for managers of different levels.

5) In training education, the focus is on the acquisition of practical competencies, while the theoretical block is minimized. The purpose of the trainings is to simulate situations close to reality in order to develop certain practical skills, master new behaviors, change attitudes towards completing tasks, etc. This method is differentiated in the aggregate of such tools: business, role-playing and simulation games, discussions, debates, etc. The business game provides for the development of training topics based on situations and material that simulate certain aspects of the students' professional activities. The simulation game is aimed at the development of new competencies, attitudes in behavior, as well as the formation of approaches to solving non-standard situations; involves the choice of a metaphor

as a problem situation, the search for a solution and the subsequent transfer of effective solutions to real practice. A role-playing game simulates real or typical situations with the definition of the roles of participants in order to find effective solutions to a problem situation. This method is effective in acquiring interpersonal skills, in particular for employees in leadership positions.

6) Brainstorming is a method that allows you to generate a large number of ideas to solve a problem situation in a limited period of time, followed by analysis and selection of the most appropriate management solution. This method is most effective for working in a team (small groups).

7) The method of behavioral modeling is designed to develop a certain model of behavior in employees in standard and non-standard situations. This method is based on the search for an example to follow ("behavioral model"), its analysis and reproduction in practice. The model should reflect the real situation as much as possible, so you can immediately apply the knowledge gained in practice.

8) Storytelling (motivational story) - a method of training new employees of the organization to get acquainted with the organizational structure, corporate culture, local administrative documents, etc. The study begins from the moment of recruitment to the full adaptation of the employee; it is carried out by the immediate supervisor (mentor) to provide information about the organization, its features, for control during the probationary period (internship).

9) Action learning is a learning method for solving real problems in practice in the course of the organization's activities. The basis of this method is the creation of a working group that solves the problem. The term of study can take from several weeks to a year. Through this method, it is possible to improve strategic planning competencies, skills in making informed decisions, and solve specific production problems.

10) Basket method - a method of simulating situations of "leadership", in which the employee is attached to the role of leader. This method is applied to employees applying for a managerial position.

11) Shadowing ("surveillance") - providing an opportunity for an employee

presented for career advancement, retraining, rotation, to be a “shadow” of an employee holding a certain position for at least two days. Thanks to this, the nominee is immersed in the specifics of a particular job, can determine the nature and scope of the knowledge, skills and competencies he needs.

12) Secondment (a kind of "business trip") is a kind of rotation, involving the temporary movement of an employee to another place of work, to another division of the organization, followed by a return to previous duties.

13) Buddying - a method that consists in assigning a partner (buddy) to an employee, the task of which is to provide constant feedback on the actions and decisions of the employee assigned to him in order to identify "bottlenecks" in his work. Participants are equal, which distinguishes the method from mentoring.

14) Coaching - a method of consulting, in which a person (trainer), called a "coach", helps the mentee achieve a professional goal, transferring his experience to him with the help of certain supervision and teachings.

15) A master class is one of the forms of effective professional, active learning, during which a leading (recognized) specialist tells and shows how to put into practice a new technology or a new method.

There is not that much difference between managing slaves and subordinates, according to Cambridge lecturer Jerry Toner (2015), who prepared the ancient Roman manual on personnel management. In his book «How to Manage Slaves, he narrates from the point of view of the Roman patrician Mark Sidonius Falx): an aristocrat tells how to choose the right slaves and take everything from them. Read carefully and draw conclusions: which of these techniques are used on you during work.

On a deeper examination of the issue, we will find a lot in common between the two different situations. It's an uncomfortable truth, but it doesn't stop it being true: both ancient slave owners and today's corporations strive to make the most of their human resources. As much as we seek to disguise the harsh realities of wage labor with the pompous rhetoric of mutual cooperation and friendly relations under the conditions of "working as a team", we will do well to listen to the straightforward and honest statements of the ancient Romans.

Scientists and entrepreneurs can appreciate the qualities that are inherent in Mark Sidonius Faulks. This is a determined administrator who does not tend to encourage the weaknesses of today's leaders. He understands well what needs to be done so that his subordinates respect him, how to maintain order in the house and in the household. If in order to achieve these goals you have to deal harshly with someone, well, such is the harsh necessity of life.

1. Don't get hung up on team building.

A word of warning: don't buy too many slaves from the same environment or the same nationality. Although at first glance it may seem tempting to have employees who are able to to cooperation, they easily find a common language with each other (since they speak the same language), in the future this can give rise to very big problems. At best, they will incite each other to take a break, sit and chat, steal something, at worst, they will start arguing and reasoning, counteracting, conspiring: to either escape or even kill you.

2. Pay attention to character, not just skills.

It is worth paying attention to the character of the slave whom you intend buy. Doesn't he seem to you indecisive and weak-willed, or, on the contrary, reckless and impudent? The ones that work best are those that are neither extremely downtrodden nor too bold: with both, you will get dirty later. Those who are too meek and stubborn are unlikely to be active and persevere in their work, and those who have no brakes and demonstrate their prowess are difficult to control. Avoid slaves who are constantly in a state of sadness and longing. Being a slave is not the most enviable life, and those who are prone to depression will only exacerbate it.

3. Remember that there are things you can do yourself.

Beware of showing off and boasting. There is nothing more vulgar than a social parvenu using a whole host of completely unnecessary slaves, busy with all sorts of nonsense, just to demonstrate their exorbitant wealth.

4. Make your slaves love you.

Many of the beginning slave owners fall into the trap of thinking that one whip is enough. Those of us whose families have owned slaves for generations know that such

treatment exhausts and exhausts the slaves, culminating in complete their unsuitability for further use. If you come running to violence beyond your reasonable duties, you will end up making your wards withdraw into themselves and unmanageable. Such slaves are not slaves, but the torments of hell. Cruelty is a double-edged sword, and most of all it strikes not at the slave, but at the master.

Hard work must be rewarded. Good slaves are very demoralized when they see that they do all the hard work, and the food has to be divided equally with those who shirked. It is also important that each slave has a clearly defined long-term goal.

5. Organization is important.

Each slave must have clear responsibilities. This creates a clear accountability system and ensures hard work, because the slaves know that if some part of the work is not done, a well-defined worker will be responsible for it.

You must divide the slaves into groups of ten (groups of this size are the easiest to observe. Larger groups create problems for overseers). These groups you must distribute throughout the estate, and the work must be organized in such a way that the workers do not remain alone or in pairs: it is impossible to follow them if they are so scattered. Another problem with large groups is that people do not feel personal responsibility: it dissolves into the general mass of workers. A properly sized team, on the other hand, forces them to compete with each other, and also reveals those who work carelessly.

6. Pay attention to the education of bosses.

I teach my new managers the following things that I believe will help them become more moral. I forbid them to use slaves for other purposes than those connected with the interests of the owner. Otherwise, you may find that the new leaders use their position by forcing the slaves to do their personal errands, while the slaves are supposed to work for the good of the estate as a whole. Managers should not eat separately from subordinates; let them eat the same food as the workers. Nothing irritates a weary slave more than the contemplation of a workmaster devouring delicious and luxurious food when the slave himself receives only the usual meager ration.

7. Rest with slaves.

What kind of participation you will take in the festivities depends only on you? I have a friend, a terrible bore and a scientist cracker - so in the midst of the celebration he retires to a quiet room so as not to hear the noise of a house party. He says that he finds it delightful - to sit out the Saturnalia there, wait until everyone goes crazy (everyone else in the house is seized with a cheerful rampage, joyful cries of celebrating people are heard from everywhere). He claims that this is best: he does not interfere with their fun and in nothing does not limit. And besides, they do not distract him from his studies. Here's an idiot! No, I think it's better to share their mood with people. You will be surprised how much the attitude of the slaves towards you changes for the better if you take part in the holiday. Personally, I get drunk, scream, play games and throw bones, get naked, perform erotic dances, and sometimes even - with a face smeared with soot - I throw myself headlong into cold water. Homeowners love it.

What is important is to prevent the next day after the holiday from continuing. I advise you to adopt the most severe expression on your face in the morning. This is the time to put the slacker in his place - perhaps just the one who got too carried away by the benefits of the freedom provided by the holiday and somehow offended you. However, when things are back to normal, it is useful to remain on friendly terms with your slaves - as far as possible, of course, within the limits required to maintain authority and respect.

8. Don't be a slave to your slaves.

There are a number of things your slaves can do to win small victories over you in everyday life. It is this kind of petty disobedience that you have to deal with all the time. They will lie to you about how much food they have eaten, or lie to you about small things, saying that something is worth ten sesterces when it really is worth eight. They'll pretend to be sick so they don't have to work, moaning so much that you'll be worried if they'll survive at all, and they're just putting on a show to get rid of difficult assignments. They will stand in the kitchen by the stove to sweat, and then show you these drops of sweat as a sign of a severe fever. And if you believe this lie, soon each job will take twice as long as it actually takes. That's how slaves work. They constantly test you, looking closely at what and where you can snatch. And you will have to

constantly cut your power until it is completely eaten up by slaves who will treat you with more and more contempt.

9. Do not think that all this does not concern you.

No one today argues, like Fulks, that slavery is acceptable or justified. But before you congratulate yourself on how far we have advanced one must recognize the tragic fact that although slavery is illegal in all countries of the world, it is still widespread. Free the Slaves, an NGO, estimates that 27 million people today are forced to work under the threat of violence, without pay and without hope of deliverance. There are more slaves in the world today than there were in the Roman Empire at any given moment her existence.

Modern technologies of training and advanced training of personnel provide a wide space for creativity. In fact, today the head of the company can implement any idea in the field of training and staff development. It is important that the chosen method is consistent with the learning objectives and used systematically. After all, practice shows that the development of personnel should not be regarded as an end in itself, but as an integral part of the in-house system for the formation of a system of employee loyalty to the enterprise where they work. The presence of highly qualified personnel is the main condition for the successful functioning of any enterprise. The training of the personnel of the organization can be carried out in many directions and by many methods. At the same time, it is first necessary to carefully study the needs of the enterprise and the staff itself in order to choose the right training method. Thus, the development of personnel is the key to the speed of positive changes in the enterprise. That is why top management and business owners should not save money on improving the existing employee development system. It should be remembered that the ability of an enterprise to develop faster than its competitors is the source of its socio-economic strategic advantages.

In the field of human resource management, enterprises today are actively developing and widely implementing new human resource management tools, among which coaching has become the most popular. Enterprises are constantly improving the management technologies they use. In most cases, when influencing

human resources, one has to choose an approach depending on the ratio of "costs - the effect obtained". Management technology that allows you to achieve the desired effect, subject to moderate costs, is coaching. It is he who contributes to the disclosure of the potential of each employee in order to increase the level of efficiency of their work.

1.2 Essence, theoretical foundations of coaching, goals and benefits

The use of coaching in business allows solving a number of important tasks in the enterprise, in particular change management, promoting the formation of effective workforces and production teams, influencing the achievement of competitive advantages of the enterprise, minimizing staff turnover, motivating staff, managing time effectively, forming a corporate culture, promote formation positive image companies on the labor market. In addition, the active use of coaching helps to overcome obstacles in relationships. between workers, reduces level stereotypes thinking, has a positive effect on the activation of creative thinking and the solution of production problems by non-standard methods, which as a result allows achieve better performance. Accordingly, the relevance of the study is determined by the expediency of an in-depth study of the coaching process for domestic business structures.

An analysis of scientific sources has shown that scientists have not yet found a unified approach to determining the professional development of an enterprise's personnel, although in many publications understanding of the professional development of personnel as a process prevails:

- systematically organized process of continuous professional training workers to prepare them for the implementation of new production functions, vocational promotion, formation of a reserve of managers;
- the process of achieving such indicators of the level of qualification employees who meet the organization's development strategy;
- processes of professional adaptation, assessment of candidates for vacant

position, ongoing periodic staff assessment, business career planning.

According to the definition of the International Coaching Federation (ICF), which has been operating in Ukraine since 2017, coaching is a partnership with clients in the process of mental and creative thinking, which inspires the client to increase his personal and professional potential.

Coaches ICF (2021), becoming members of organizations, agree to follow a code of ethics that has been in existence for over 20 years and is revised every time by the global organization, all 64 countries and 137 chapters.

International Coach Federation (ICF) is the first professional organization in the world to create a philosophy and definition of coaching (The ICF Philosophy and Definition of Coaching), as well as to develop standards for ethical principles and key professional competencies that are required to adhere to and fulfill all professional. ICF coaches.

Track highlight, what behind ICF exist three levels certifications:

1. Associate certified coach - associate Certified coach (ACC).
2. Professional certified coach - professional Certified coach (PCC).
3. Master certified coach - Master Certified coach (MCC).

Since 2013, global knowledge of coaching has increased by 7% in 25 countries, and trust in the profession has returned from 72% to 94%, with executive coaching gaining momentum – Executive Coaching. In 2015, top managers are more active showed services coaching for development leaders, how decided "hot" Problems. This study also confirms what's up with every year The topic of coaching is gaining more and more relevance.

The founder of coaching is Timothy Galwey (2000), who defined the essence of coaching and first applied it in business. Further research in this direction was continued of Galwey who justifiably explains difference coaching from such concepts as mentoring, coaching, mentoring, leads lot examples successful application of coaching in both business and personal life.

Today exist lot definitions of "coaching". The most adequate ones, in our opinion, are presented in Table 2.

Coach (Co-achieve) literally translates as o -achievement or achievement together. Coaching first appeared in sports. If we consider the business of an organization, then here coaching works on the same principle as in sports: they work with a coach experienced managers Yes managers, which exactly know what want and understand that personal development is necessary to conquer new heights. Coaching is designed to help those who want to achieve more, develop their leadership skills, and specifically soft skills.

Table 2. Definition term a "coaching" scientists

No. cf.	The authors and sources	Interpretation of the term
1.	Whitmore (2005)	Coaching involves a dialogue between the coach and the client in order to help the client have a fulfilling life. This is achieved by helping the client identify what is important to him and clarifying his values. With the help of the client, the coach creates goals based on values and plans to achieve. Through collaboration, the coach supports the client in achieving those goals.
2.	Romanova (2014)	Coaching is a method of consulting and training in which a person called a "coach" helps to learn how to achieve some life or professional goal. Coaching is the ability to achieve well-defined goals.
3	Flaherty (2022)	Coaching is about achieving the best results through individual and private help human, what will throw call and stimulate you on the further growth. Coaching is a way of working with people that makes them more competent and satisfied so that they can increase their contribution. in organization found meaning in volume, how they are doing. Coaching will help you learn how to unlock many of the inner resources that are not working and being used in you because you cannot recognize their presence.
4	Koval (2020)	Coaching helps the client see things from a different perspective. This is helps helps a person achieve more from the depth his being. coaching not "He speaks people what make" but gives them possibility study what what they do, in light their intentions.
5	Robert (2006)	coaching includes in myself providing opportunities others while teaching them to go to the next level.
6	Nezhinskaya (2015)	Coaching is a coordinated communicative interaction between several subjects, aimed at increasing the efficiency of self-determination processes, self-actualization, self-realization

Source: drawn up authors

There are many types of coaching: financial, academic, sports, life coaching, business coaching, etc. (Appendix A, Table A.1). Business coaching is a kind of talent development technique in companies. Business coaching in English is also

called "executive coaching", corporate and leadership coaching. Business coaching maybe be as individual, and group and capable of revealing the potential of an individual or a team in order to increase the efficiency, effectiveness and status of the individual 's business reputation.

Coaching provides an opportunity to understand and assess your own limitations and capabilities, allows you to analyze behavior, attitudes and corporate values, which helps to see ways to improve the efficiency of their activities and the company's activities. Systematization of theories, methods and forms of modern practice of coaching allowed to identify its key characteristics (Fig. 1).

Based on the essential features and content of coaching, its main purpose is to determine the orientation of employees to effectively perform the tasks of sustainable development of corporate business strategy and increase the effectiveness of their own work. The driving force of coaching is a deep understanding of the timeliness of the need and prospects of business on the basis of sustainable development through organic and harmonious combination of company goals and personal goals of self-development of individual workers and staff as a whole.

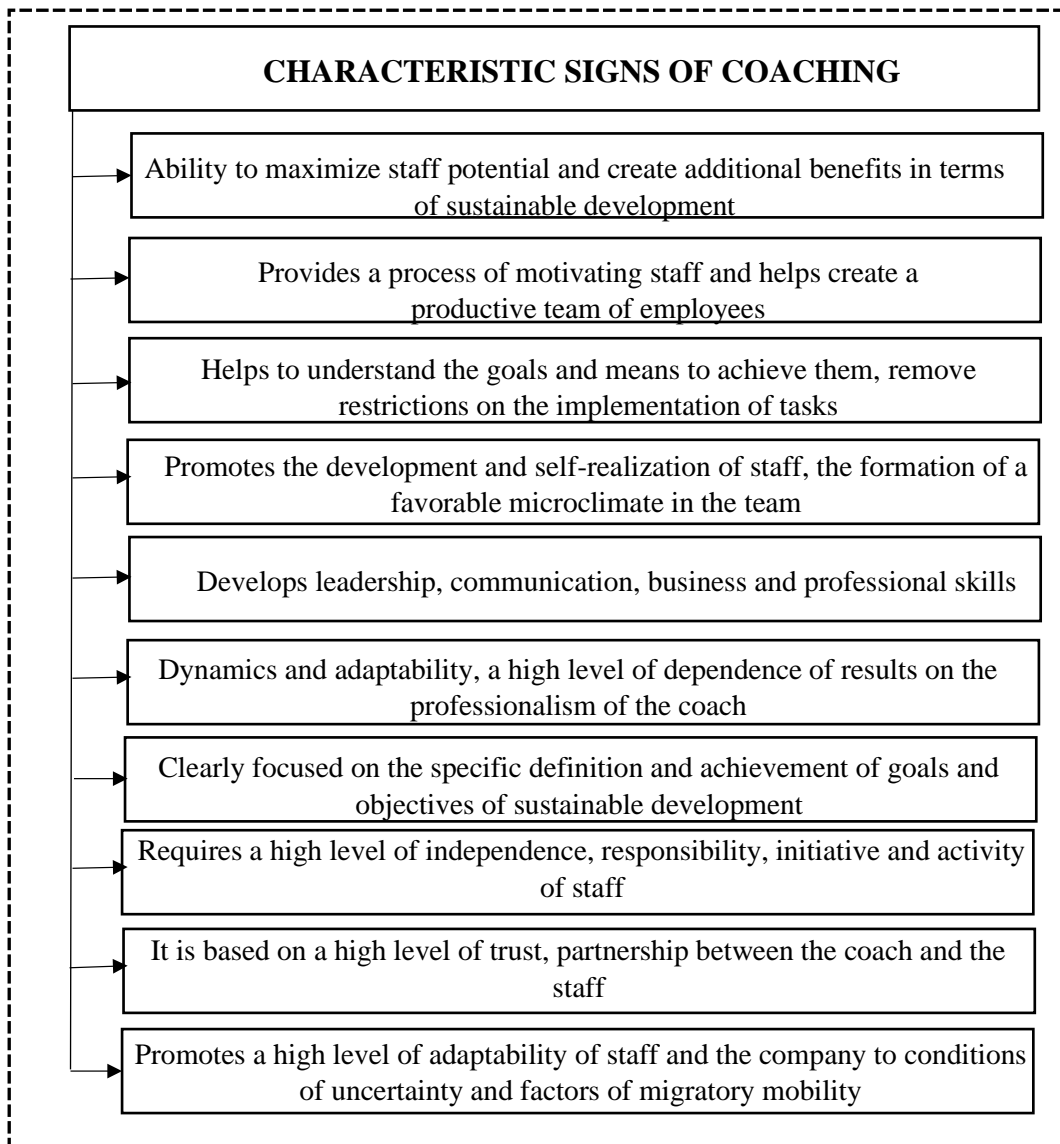


Figure 1. Characteristic features of coaching in the learning system

Source: Compiled by the authors based on their own research

The purpose of coaching, as a tool of corporate business strategy for sustainable development, is to help build a single organizational and economic mechanism of staff commitment to sustainable development, promote behavioral change, improve staff values and organization based on world-dominant concepts, understanding the importance and the priority of these goals and objectives for each individual employee and for the company and society as a whole.

The implementation of the principles and priorities of sustainable development in the activities of companies is already an objective requirement of today, which requires adjustment of their business strategy and key principles of management. Successful

implementation of the corporate business strategy of sustainable development is impossible without a clear understanding of the staff of the system of goals, objectives and benefits of sustainable development. Under such conditions, coaching, due to its key characteristics, can be recommended as a tool for implementing corporate business strategy of companies, which is based on the principles of sustainable development. A deep understanding of the benefits, opportunities and prospects of sustainable business development by the company's staff will be the key to achieving personal goals of employees and the company as a whole, taking into account the interests of owners, society, present and future generations.

One of the basic principles of coaching says that "every person already has everything necessary to be successful." Coaching can be useful in strategic development, but does not always help in solving only what causes current problems, it ensures the constant development of employees of organizations, which allows them to effectively solve problems in the long term. As a result of the current coaching system, stress affects the effective use of talent in an organization by ensuring the transfer of knowledge and experience, as well as increasing the motivation and retention of employees. An approach coaching provides for a stepwise increase level values employee, respectively, self-motivation of configuration and actions leads to actions and deeds. According to research by Manchester Inc., firms that invest in coaching for their top executives saw nearly 6x returns.

Literate business coaching created for achievement professional goals of talented employees, as well as their personal development strategies. It helps career growth, improving strategic thinking and communication skills, strengthening leadership, increasing motivation, more effective conflict resolution, developing creativity, work productivity, performance management. Contributing to the achievement of goals that are significant for employees and companies, coaching becomes an independent and effective program for the development of talented employees in companies.

Coaching as a method of staff development and team building should not be used primarily to improve financial results, they should manifest as a consequence in the longer term. Emphasis should be placed on strengthening the HR brand and HR processes in the logic of the company's sustainable development. There is a demand for a “socio-environmental well-being” trend, where an increasing number of consumers are willing to pay more for the products of companies striving to make a difference in the field of environmental protection and well-being in society. Continuous team training should prepare staff for global change in an era of rapid change and uncertainty, understanding their place and role in the context of changing technologies, environment, reputational business models and corporate culture, HR branding, motivation, selection and evaluation, and application HR analytics, Big Data and artificial intelligence.

Corporate culture is the main competitive advantage that cannot be stolen from competitors, reproduced according to drawings and become a leader, investments and modern computer programs will also be powerless here. The uniqueness of each team member does not allow copying identically, however, it makes it possible to study experience-tested tools for building an effective model for the interaction of human resources. This is an essential factor that can be controlled in a changing (deteriorating) environment. Its sustainability components are likely to remain unchanged, but their characteristics will change to fit the new employee profile and business processes.

Coaching sessions should take into account team members' concerns about their career prospects. Coaching must necessarily include psychometric tools to assess the suitability of a person and a position in their professional development. There is less time for the unhurried development of personnel. The format of intensive targeted training using digitalization, for example, distance learning, chat bots, will become in demand. Most companies strive for horizontal management, but the role of the leader is only getting stronger. A leader today must be able to work not only with business processes, but also with a team: to inspire, analyze, involve, demand results, level conflicts, and motivate. For many companies, this is still a major challenge and growth area. The main task of management programs will be to increase the level of maturity

and awareness of managers, so that they, in turn, learn to work with the team at the level of meanings. The task of finding subordinates of the appropriate level of knowledge will also become more complicated and the need to prepare internal labor reserves will be added. The leader as a corporate culture ambassador and value manager is the ideal formula that companies will continue to strive for. The only way for a company to keep up with the ongoing changes is to develop employees in time.

All of the above leads to the conclusion that both strong external consultants and internal experts, people focused on training within organizations, will be in demand. It is worth investing in the development of coach trainers immediately. Modern systematic work in the field of sustainable development in an organization largely falls on the shoulders of HR specialists, who allow the implementation of the practice of corporate social responsibility and sustainable development.

Sustainable development is development in which the needs of present generations are met without compromising the ability of future generations to meet their own needs. An approach that is opposite to the thinking “even a flood after us” and “enough for our lifetime”. The concept of sustainable development emerged as a result of combining three main points of view: economic, social and environmental.

Sustainable business development is a modern priority. Environmental sustainability - the ability to maintain the three main functions of the environment for a long time: the function of providing resources, the function of waste collection and the function of direct applicability. In other words, environmental sustainability means the ability to add value to the environment and its features, while protecting and promoting the renewal of natural resources, as well as protecting the ecological heritage. Economic sustainability is the ability of the economic system to create conditions for the constant and increasing growth of economic indicators. The social sphere is the ability to provide welfare (security, health care, education) fairly distributed within social classes, as well as by gender.

The state has a regulatory function, but it is ineffective. Hope for activists, caring people who privately support the principles and goals of sustainable development. But everyone understands that the driver of change is business. corporate CSR is the

concept that organizations consider the interests of society by holding themselves accountable for the impact of their activities on firms and other stakeholders in the public sphere. Changes are effective when they are implemented in several stages, wisely spending the energy and enthusiasm of employees necessary to overcome the forces of inertia. The process of change can only be successful if there are high quality leaders, because good administration alone is not enough.

It is advisable to combine environmental trainings with diagnostic procedures - various types of assessment and evaluation. So it will be possible to understand how the habitual behavior and attitudes of employees have changed.

If your company systematically cultivates a culture of sustainability and the value of responsibility and awareness, then this affects families and subsequently society. Gamification is great for monitoring progress. To ensure a positive work experience for employees, companies need to change approaches to managing key HR subfunctions, which include:

- strategic workforce planning;
- search and selection of personnel;
- education and development;
- performance management;
- recognition and reward;
- career development and leadership.

The strategic workforce planning feature allows companies to make informed decisions about the staffing required to implement their business strategy. Personnel planning is critical to organizational success, but not all managers are happy with the current process in their company. In response, many organizations plan to invest heavily in training their employees (through change management and workforce planning programs).

Talent search - this is what the recruiting process is called today - has gone far beyond the direct search and hiring of employees, involving all departments and activities of the company in this process. Most of the existing models quickly become obsolete because they do not meet the challenges of the latest technologies, changing

business needs and growing opportunities for candidates. The main recruiting trends include rethinking the search process, building an employer brand and using modern technologies to process large amounts of data.

Staff training and development is one of the most important tools in the arsenal of an HR manager. An effective employee training process aims to provide employees with information that will help them develop the necessary skills to achieve the goals of the organization. Training programs contribute to the rapid and successful adaptation of new team members, as well as serve as a tool to attract and motivate, develop a sense of active belonging to the company, which significantly increases the efficiency of their work.

The modern concept of lifelong learning (Lifelong Learning) combines both the very idea that a person learns all his life, studying new professions and obtaining new qualifications, and tools that help to translate this idea into practice. Many companies have already realized the need to change their approaches to corporate training and have taken up the restoration, adaptation of training programs and the introduction of new personnel development tools.

To the aid of HR professionals comes an approach called "micro-learning", which involves the presentation of content in small and light portions, designed to be familiarized within a few minutes. The shift to microlearning is an exciting trend that should complement and complement existing company learning programs and methods, not replace them entirely.

Personnel performance management is one of the key tasks of HR, since only a strategic and integrated approach to employee performance management can ensure the sustainable success of an organization. In modern conditions, it is becoming more and more difficult for an employer to remain competitive and attract talented specialists. Increasingly, companies need to implement additional measures to attract and retain the best employees. In addition to increasing wages and bonuses, leading companies are striving to comprehensively review their approach to the remuneration system, ensuring its transparency, flexibility and uniqueness.

Career opportunities remain a key factor in student choice of employment. At the

same time, experienced candidates prefer more complex development, in particular horizontal, constantly expanding their experience. In this regard, more and more companies are moving to more “flat” organizational structures, in which employees grow not only upwards, but also horizontally, actively joining cross-functional projects. The task of HR specialists in this direction should be to create conditions under which employees can actively develop and meet the current and future requirements of the business.

Importance and Necessity The value of development management requires a realistic representation of the tasks and problems of the relevant management activities. Difficulties begin to arise already in the understanding of the person, the personnel of the organization as an object of development. Today, from the standpoint of philosophical anthropology, cosmology, psychology and other scientific disciplines, a person is perceived as a socio-natural phenomenon, an information-energy complex, a microcosm similar to the macrocosm. Therefore, if we are going to control the development of man, whose appearance on this planet is still a mystery, then it is necessary to understand what is meant by the development that we decided to control. The result of the stay and development of man on Earth is a systemic crisis. The person demonstrated by his actions not only ignorance of the laws of development, but also unwillingness to take them into account in management activities. In our time, a person is only trying to control his development, but he does not always succeed in this. The reasons lie not only in the fact that he does not own the means of development management, but rather in something else. Everything that is openly and created by man is directed to self-destruction, enslavement of his own kind, turning him into a resource in his own selfish interests, without a strategic vision of the consequences of such activity. Moreover, the right to manage the process of life is often allowed to those who do not know the laws of biological, social and spiritual development, but have other reasons to manipulate millions. Humanity is now living in an era of significant opportunities for peace and development. However, the realities of reality show that rational conclusions are not being drawn. Unemployment, poverty, crime, inter-ethnic violence, and civil clashes are on the rise in many regions. The situation needs new approaches, a fundamental solution to the cardinal problems of life. Scientists record

that along with the crisis of society, the social sciences are also experiencing a crisis. This is mainly due to the lack of a common understanding of the nature of society, the integration of knowledge.

There is a formation of public consciousness, the formation of concepts about expedient forms, interaction and mutual assistance in the process of development. Activity organizational systems are characterized by a rational perception of reality through the accepted system of scientifically based dogmas, normative patterns of behavior. Today, rationalistic understanding has reached a dead end, and a new one has not yet been worked out. If we understand a person, the staff of an organization as an integrity inscribed in the universe, then coordination, development management is necessary, carried out at the universal level, i.e., systemic interdependence and integrity of the world. The role of management should be recognized as a special kind of activity, as a social institution in the life of society, and the development of a system for training specialists should be ensured. The importance of the acmeological approach to managing the development of personnel is explained by its ability to integrate the knowledge of natural, social and humanitarian disciplines that study the patterns and mechanisms of human development at the stage of its maturity, as well as create and implement strategies, methods and technologies for deploying individual, subject-activity and personal potentials.

Lifelong learning is a form of self-directed education aimed at personal development. While there is no standard definition of lifelong learning, it is generally understood to mean learning that takes place outside of a formal educational institution such as a school, university, or corporate training.

However, lifelong learning need not be limited to non-formal learning. It can best be described as voluntary for the purpose of achieving personal satisfaction. The means to achieve this can lead to non-formal or formal education. Whether pursuing personal interests and passions or pursuing professional ambitions, lifelong learning can help us achieve personal fulfillment and fulfillment. He recognizes that people have a natural desire to explore, learn and grow, and encourages us to improve our own quality of life and self-esteem by paying attention to the ideas and goals that inspire us.

Sometimes lifelong learning is used to describe the type of behavior that employers seek in an organization. Employers are realizing that formal education is not the only way to recognize and develop talent, and that lifelong learning can be a desirable trait. With the fast pace of today's knowledge economy, organizations are seeing lifelong learning as a key component of employee development. The idea is that employees should engage in ongoing personal learning to be adaptable and agile to keep the organization competitive and relevant. This type of personal learning is often referred to as lifelong learning. More about lifelong learning and its meaning for both the employee and the employer can be read [here](#).

Personnel development goals are a very complex category of management theory, system communications, business processes, predictable, planned, aimed at achieving the desired end state - the mission. The complexity of the organization determines its multi-purpose nature, the hierarchy of goals, their priority. At the same time, the processes of self-organization and the integrity of the system require the establishment of certain moral and ethical rules, communication models, and reputational strategies formed on the principles of sustainable development.

1.3. Relationship: coaching management, gamification and leadership

At project professional standard "Coach" working group the following definition of coaching is given - it is the organization of independent activity adults (capable) on development and mobilization domestic and external resources for achievements professional, business and personal goals through developing dialogue with independent specialist — coach.

And management is a set of methods for managing an enterprise. More This system scientific knowledge, recommendations founded on the practice management. Management, same as and coaching, identified with people and is an attribute of exclusively social systems: socio-technical, socio- economic and etc.

MBA students in business schools are told that management is This the science and art. AT this resemblance coaching and management. On the market Russia even there is program learning coaches with name "The science and art coaching". Another term

management is of American origin and is not translated into another language verbatim. This is also similar to coaching. On this similarity ends.

Management and coaching differ in the degree of confidentiality of information. At coaching implied complete confidentiality, in management with its hierarchy and accountability, all information is transparent to the manager. By at least it should to be in ideal.

Coach Competent supervisor directly interested in results co-uchinga and work his employee. At final account manager answers behind all in framework their official responsibilities. coach same carries responsibility only for the coaching process and the application of the most effective techniques, and the client formulates and reaches mine result on one's own. Ae this difference coaching and management.

Everything in management is based on subordination and accountability in terms of organizational hierarchy. The coach is independent and more of a partner in achieving results client. Ae coaching none nobody not obeys. coach and the client (coachee) interact in the positions "Adult - Adult" according to transactional analysis as competent citizens.

Table 3. Key differences coaching and management

Management	coaching
Availability information	Confidentiality
direct interest in result employee	No and should not be direct interest coach in result client
100% responsibility for leader	Distribution responsibility 50% to 50%
Subordination and accountability	adult/adult
Hiring	Voluntariness

Summing up differences coaching and management:

1. It is impossible to maintain confidentiality when coaching is applied by a manager to his employees. Yes, and no need.
2. The coach has no direct interest in the client's results. It even hinders the effectiveness of coaching. And for a manager, his indicators of efficiency and effectiveness depend on the results of a subordinate. And financial incentives.
3. In coaching there is no hierarchy and subordination, and management is based on structure and accountability.
4. In management, the boss is responsible for everything. He has overall responsibility within the hierarchy. The professional coach is responsible for respecting confidentiality within the code of ethics and applying the most effective and appropriate coaching techniques. A coach-competent leader will always remain a manager for a subordinate. Even if he "puts on a coach's hat."
5. Coaching performed by an independent coach is ideally voluntary for the client, and the interaction of a coach-competent leader in the role of coach and his subordinate in the role of client may not be at all with the consent of the employee.

To motivate an employee, it is necessary to create conditions that will encourage a person to take actions that will be aimed at achieving the goal with maximum effect. The modern (younger) generation are people who have been familiar with computers and games since childhood. In games, motivation is clearly expressed, but for the most part it is not material, it is based on passion and interest. This is what determines the relevance of introducing gamification into staff training and interaction with the client. K. Werbach defines gamification as the application of game elements and technologies for creating games in a non-game context. S. Gabe described the concept as follows: "the latest business concept that uses the best ideas taken from loyalty programs, game mechanics and behavioral economics."

Gamification is the introduction of elements of pleasure into activities that usually do not deliver it to us. That is, it can be argued that gamification is understood as the use of gaming techniques in non-gaming processes.

Employees should be interested not only financially, they should be involved in

the game process at work in order to assert themselves and develop independently. The game format will be exciting and effective, as it will create additional (non-material) motivation.

The strength of gamification is that it puts the competitive pace inherent in every person. During the gaming process, each of the employees is involved, feels joy and pride in the result achieved, each time the employee is ready to make more efforts to achieve the best result. Considering gamification as a new way to motivate staff, the following advantages and disadvantages can be identified.

Advantages:

- partial replacement of routine work with a game process;
- involvement of all employees in business processes to solve problems;
- development of creative and extraordinary thinking among employees;
- the possibility of self-realization of employees;
- the interest of employees in the fulfillment of the tasks of the company;
- increasing the cohesion of the team in the joint solution of problems;
- the game has a fascinating, understandable and attractive format for everyone;
- ease of transfer and assimilation of knowledge;
- multifunctionality;
- visualization of achievements and progress of employees.

Disadvantages:

- superficiality;
- the concept of gamification does not take into account the fact that the use of this method may not give a person pleasure;
- development of competition between employees, which may lead not to the achievement of the company's goals, but to the deterioration of the corporate culture.

The following are the reasons that neutralize the skepticism towards the use of gaming technologies in management and marketing and justify the possibility of their application.

1. The subconscious need of an adult to be a child, to have fun and play games.
2. The manifestation of the main features of generations Y and Z among modern

consumers and employees (want to open their own business, work for money, dream of an interesting job, are interested in development, strive to harmoniously combine work and personal life; are dependent on digital technologies).

3. Popularization of games in the Internet environment, development of instant messengers and social networks aimed at impersonal social interaction.

4. The dominance of emotions and impressions over the usual satisfaction of needs when buying goods and services. Consumers, in addition to the standard price-quality ratio, are looking for adventure, pleasure and originality.

5. The ubiquity of the Internet and gadgets accustoming people to a plausible perception of virtual reality.

For the implementation of gamification to be successful, it must be aimed at achieving the goals of employees and at the same time achieving the goals of the organization. At the same time, the goals of the organization must motivate the players to achieve their own goals. In his book *Gamification: Encouraging People to Do Extraordinary Things*, Brian Burke identifies four unique "currencies" of the gaming economy: increased self-esteem; • fun; • things; social capital. To achieve the goals of the players and the organization, any business must operate at least one of these currencies, and even better all at once.

There are four ways to get joy that will be applicable to the business environment.

- "light fun", the opportunity to relax thanks to the game or to satisfy the feeling of curiosity;

- "useful fun", the opportunity to enjoy useful activities;

- "competitive fun", the pleasure of being able to take on a challenge;

- "communicative fun", the joy of interacting with people.

In order for the game to attract all employees, you need to carefully consider how to achieve rewards, so that employees set goals for themselves and know what is expected of them. Also, that employees take into account that if they put in more effort, their efforts will be noticed. In order to introduce the proposed business concept of motivation into the organization, the manager needs a creative and creative undermove. The introduced game elements should not bother employees and distract them from

their main work, on the contrary, they should be simple, but most importantly, they should be fun. The simplicity lies in the fact that the introduced "rules of the game" should be presented to the employee gradually and in small quantities. So, an employee without unnecessary workload will be able to memorize new information, he will become interested in new knowledge.

The use of gaming techniques in teamwork helps to improve the quality of communication links, leveling conflicts and increasing productivity and competitiveness. Therefore, further research perspectives should be aimed at analyzing the effectiveness of gamification practices.

In order for an employee to learn new things with joy and interest, teaching methods must change according to the spirit of the times. The determining factor will be the presence of the following qualities.

Improving physical qualities: health, strength, agility. Mental qualities: comprehension, easy assimilation, prudence, strength and flexibility of the mind. Moral qualities: morality, energy, perseverance, awareness of material and social, environmental responsibility, ethics, initiative, sense of duty, tact, dignity.

Completion of specialized knowledge: relating exclusively to any one function - be it technical, be it commercial, be it financial, be it administrative. It is desirable that it would correspond to the psychometric parameter of the event participant.

The Knewton company provided the results of a study according to which every year more than 1 million American students drop out of school or college because studying becomes uninteresting and boring for them. At the same time, all gamers in the world spend over 3 billion hours a week playing computer games. The conclusion suggests itself - in training, you need to use game practices. Gamification is the application of elements of the game in a non-gaming situation, that is, in learning, adding game mechanics to non-gaming environments, especially regarding remote work, online teams. The goal of gamification is to engage consumers, employees and partners to inspire them to collaborate, share information and interact. With its help, it turns out to bridge the gap between the theory from books and real problems. Learning in a playful format, whether it be programming, accounting, analysis or robotics, shows

how to experiment, make decisions, take responsibility for the results of your work. Subsequently, these skills will help them solve more complex tasks at work and in life. Gamification is not about “play instead of learning”, it is a new approach to learning that seeks to combine education and entertainment.

Why it is worth including elements of the game in training:

Interest is a powerful motivational process that, when used properly, greatly enhances learning. Any game, especially one that the player likes, automatically engages him. Pair a (difficult or boring) learning theme with addictive gameplay and players will be completely engrossed in the game and engaged in the task at hand.

Game-based learning provides an opportunity to learn the entire business plan, from customer service policies to cybersecurity through gameplay. These areas of complex knowledge and skill requirements can be easily broken down into manageable chunks of information, each of which is explored and tested within the game. Play-based learning has some amazing features. Game-based learning allows students to immerse themselves in the learning process without even realizing it. Simultaneously, employers can easily record and evaluate data and adjust their training strategy accordingly.

This flexible, blended learning approach gives employees the freedom to learn at their own pace, in a safe environment, with clear goals. Each advantage of play-based learning is good in its own way, making them a necessary element of every learning developer's strategy. In order for an employee to learn new things with joy and interest, teaching methods must change according to the spirit of the times.

So the way in organizational format information about employees practically always available leader and not is a confidential.

In management, there is always a direct interest of the boss in the result employee when communicating with subordinates. And the coach is so interested quicker hinders in classical coaching.

In management, the leader is responsible for everything. He has overall responsibility in framework hierarchy. Professional coach carries responsibility behind compliance privacy in framework ethical code and application naimore effective and

appropriate coaching techniques. Coach Competent Manager always will remain leader for subordinate. Even in roles coach.

The effectiveness of classic coaching in this strange style management (coach management) costs under question due to differences on parameters: confidentiality, interest in result, responsibility and hierarchy in interactions. It is appropriate to apply coaching technologies or lead coaching communication. Order less and question subordinates more. Ask open-ended questions and give them room to take initiative. Together with the responsibility that they assume in this case, already consciously.

At approach famous business coach and author books "Effective coaching" Miles Downey, coaching has its place in the organization. It enhances the effectiveness of management and leadership. If we divide this scheme vertically trait, then the area of leadership and management is more likely to affect organizational interactions, and the intersection of the areas of leadership and coaching - on involvement people in work.

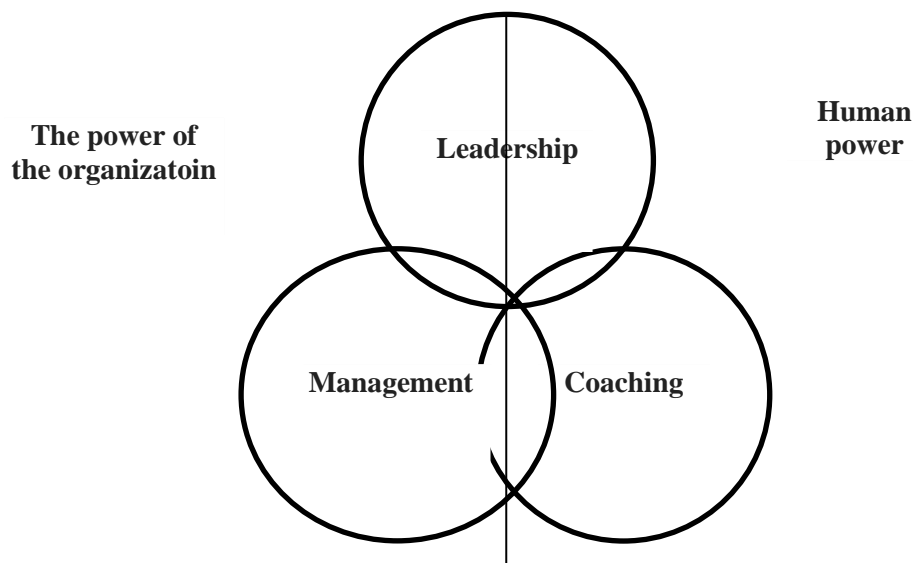


Fig. 2. Efficiency coaching in management and leadership in M. Downey

To answer the question "Myth or reality coach management or coaching style management?" it is enough to ask the following questions to the carrier of the idea applications management coach in organizational format:

- Which at you experience managerial experience?
- How many people you ruled and as for a long time?

— Growth revenue/profit was more mid-market indicators?

If a managerial experience before of the year and in direct subordination It was smaller employees and there was no increase in financial indicators, then the carrier ideas for applying coach management in an organizational format can be offered to first get such management experience, but for now refuse to implement management coach in his performance.

So, at best, the manager uses coaching technologies, and not co- teaching. In its purest form, the provision of coaching services is possible only by independent professional coaches. And the leader cannot and should not to be a coach to your subordinates in the full sense of the word. He can use coaching techniques and even manage people with a coaching philosophy, but without the "managerial schizophrenia" when coaching-style leadership leads in confusion his subordinates and disorienting them.

Coaching technologies really increase efficiency organizational interactions and form a coaching culture in the organization when systemic emphasis on awareness and sharing of responsibility leader and his employees.

Coaching - this answer on the social call modernity. Coaching - interdisciplinary field practices that serve developmentof people and organizations. At contemporary organizations application coaching technologies is an social answer on the challenges digital era.

Subject-subject relations of coach and client and quasi-subjective interactions of a coach-competent manager/specialist with an organizational employee nizations help develop the competencies of the future, which are in great demand already now. But in soon future will obligatory for leadersand highly qualified specialists.

Object interactions of classical management and organizational hierarchy already not satisfy new realities design management and flexible methods management in market conditions.

The difference in values between generations and the mobility of staff no longer allow relate to employees only as to object management. Challenges digital moat era, competition behind talents and generally a lack of qualified coworkers, especially in conditions demographic pits, already compels leaders to move to other types of management, involvement and motivation employees.

Combination contemporary methods management with coaching answers on the challenges command interactions in distributed teams, which become all more in demand. Combination flexible methods management and non-prescriptive coaching technology helps to increase the awareness and involvement of team members to provide competitiveness of enterprises.

Proper use of coaching technologies in management and coaching services for senior executives can help improve competitiveness of stuff and enterprises in the domestic and international market, subject to permission a number of contradictions.

Algorithmization and automation of business processes already leads to the need to improve the skills of some employees, and dismiss the rest due to disappearance low-skilled volume works.

The challenge of the digital age is now digital literacy, which includes skills management information, processing and analysis data, basic skills programming, development applications and design systems. High tech industries require more and digital leadership not only from managers, but also from all employees at all levels of management. Therefore, coaching can be helpful in improving employee productivity, in modeling individual trajectories learning and development, a also in career coaching. Everything that can be algorithmized will be algorithmized in the near future. The productivity of robots is at least 15 times higher than that of a person in the absence of a "human factor". The special role of robotics and escort her implementation plays in "problem superfluous people."

Robotization in Ukraine is still in its infancy compared to with developed countries. Robotization profitable business and not at all profitable to the state, since in the near future it will be a source of "extra people". sharp appearance big quantities dismissed specialists maybe become source of social tension. They will have to be retrained for the state account or pay them allowance for unemployment.

At the very least, career coaching for preventive purposes can positively influence this situation. But you will have to start with coaching of the first person's organizations and senior management to focus their attention on this explosive problem. It's not just the labor market that has changed. Its nature is already changing. machine training and blind hiring, the use of behavioral factors in mass employment, interviews are conducted by robots, etc. The concept of "career" is undergoing significant transformation.

You will behighly qualified specialists with relevant competenciesand skills: cognitive, socio-behavioral and digital. The digital economy requires the emergence of new professions and interdisciplinary knowledge. More professions will simply disappear after lawyers and accountants. Because of automation from 47% before 57% existing professions will disappear. The authors "Atlas new professions" consider, what in nearest time will appear 186 new professions and 57 "traditional" ones will disappear. At the same time, 30% of professions will demand creative approach and will remain behind man.

Coaching as a technology in this situation can be a catalyst for early professional retraining future "superfluous of people" and ne redirecting them after advanced training or obtaining new professions in modern areas economy. Everything more number employees pass on the free schedule, remotework and design activity. This is leads to need manage race- local and remote teams through agile methods and workflows. framework. Huge amount of people prefer self-employment. Flexible methods and working frameworks applied outside of IT and Hi-Tech, require additional support for implementation and integration. In particular, examples of the combination of Agile and team coaching give positive results when implemented in the field of information technology and in banking.

Methodology coaching applicable to many aspects management organization through of people. With systemic and methodological points vision the maximum result is possible from cooperation with external independent co- teaching. Although even the practice of communication in the style of coaching is already useful for the development of the organization. And attempts to provide coaching services to employees by their own forces have row systemic, methodological and economic restrictions. Managers, as elements of the system itself, have limited influence on employees and colleagues through coaching, as well as the organization itself as system. coaching in organizations - This technology, unifying leadership and management in the management of the organization. Coaching technologies are applicable and give obvious results in promotion quality management organization in definelazy their areas applications. Coaching is a different dimension to classical management, which is based on object relationships, i.e. people as employees are the objects of management. Unlike management, coaching is This subject-subjective interactions, based on the privacy and trust. Coaching interaction oriented on the result, effects its are increased awareness, involvement and responsibility, which significantly increases the competitiveness and financial performance of the enterprise.

The development of coaching is constrained by the lack of a common understanding methodology, application corporate coaching and coaching technologies in management often without measurements performance and efficiency. Especially with points vision investment all resources and restrictions methodology in form internal coaching.

CHAPTER 2. ANALYSIS OF THE IMPLEMENTATION OF COACHING IN PERSONNEL DEVELOPMENT MANAGEMENT

2.1. Application technology coaching on the enterprise

Coaching is carried out by an independent person (coach) as an individual work with a manager. One of the main goals of coaching is to teach a person to think and act in new ways.

Coaching performs the following main functions in the enterprise: development (provides development labor capacity Yes competencies employees, career movement); creative (allows employees to take the initiative to the maximum, generate new ideas, make creative decisions); comprehensive consulting (used in all areas and by all departments, at any stage of their organizational development); motivating (allows employees to ensure the achievement of both personal and corporate goals); adaptive (trains workers to quickly adapt to changing environmental conditions).

Modern management in the style of coaching is a view of the staff as a huge additional resource of the enterprise, where each employee is a unique creative person who is able to independently solve many problems, take initiative, make choices, take responsibility and make decisions.

This personnel-technology helped people develop, learn new skills and achieve big success. Personal corporate goals became more aware and coherent. Now this is an expensive, but very effective means of achieving concrete success in the activities of enterprises.

In the context of the COVID-19 pandemic, most companies faced problems, such as a drop in sales and demand for products, staff cuts, the impossibility of selling products due to quarantine restrictions, insufficient qualifications and unpreparedness of employees to develop new strategic solutions under quarantine. All this encourages leaders to turn to coaches for help. Working with a business coach will help develop a strategy for the development of personnel and the company as a whole, see and adjust the work of each employee in accordance with

current tasks, adjust effective communications in companies. Coach guides and gives employees the opportunity to take responsibility, delegate authority. Many today are well aware that the unrealized potential of the staff is a lost profit for the entire company.

Using coaching technology, the owner of the company, with the help of correctly formed and posed questions and other techniques, can discover the potential of his staff, demonstrate its value and significance for the company. inspire Yes provide necessary "fuel" for implementation delivered goals. Technology works in those companies where the owner is ready to invest in the development of his staff, wants his staff to be motivated, proactive, responsible, sincere, ready to generate and implement new ideas.

In the last decade, a large number of studies have been conducted to determine the effectiveness of coaching, which prove that this process can and should be expressed in concrete numbers. Such activities translate work coach in discharge business Services, which brings tangible business result.

Typically, coaches use techniques based on personality psychology (Supplement A, Table A.2). N a proof reverse behind last thing decade It was carried out big the number of studies to determine the effectiveness of coaching, proving that this process can and should be expressed in concrete numbers. Such events transform the work of the coach into the category of a business service that brings tangible business results.

Of course, such a management style as coaching is not without drawbacks, and if the head of an enterprise or organization decides to apply it, having only theoretical knowledge about it, then he may encounter problems that may worsen the state of the enterprise in terms of performance or may affect itself. the image of the manager as a leader (Fig. 3.)

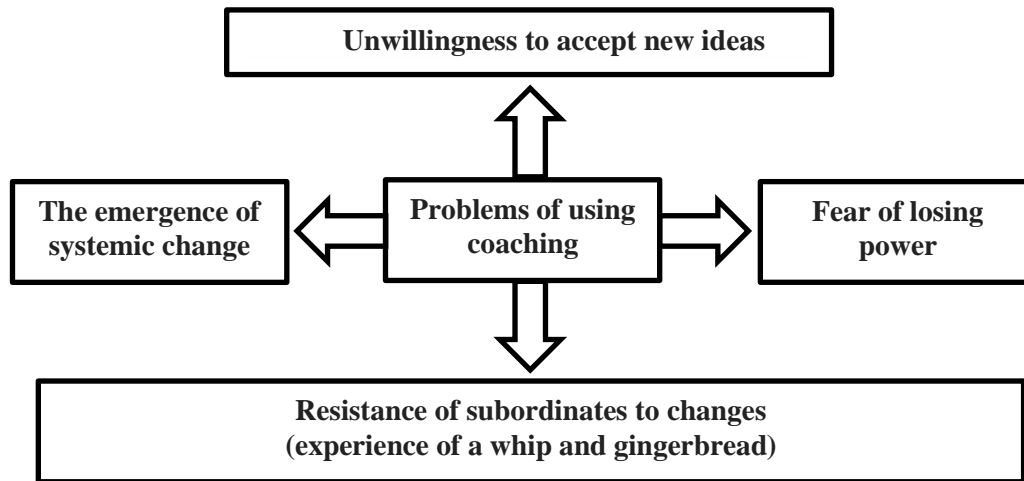


Fig.3. Problems application coaching leaders

Source: formed author since using [15].

The implementation of changes through coaching directly depends on the systemic readiness of the organization. For the effective use of coaching in an organization on the part of the manager, it is necessary to cooperate with a professional coach, constantly work on oneself, one's stereotypes, beliefs and the level of self-education. That is coaching. No will be able help man, which No wants rev. This is expressed in That's why, that she wishes get result, but at this No ready for none action, looking for excuses for their passivity. The only way to get a good result is to start with yourself and act.

The advantages of using coaching in organizations are: the formation of effective work teams; determination of the competitive advantages of the company, which will give impetus to its successful functioning; use of the entire hidden potential of the enterprise; increasing the level of staff motivation, rational use of time, there is a systematization of knowledge in the organization, the development of a quick response to the critical situation in the organization, an increase in the level of trust between the administration and other personnel of the enterprise as a result of improved communications and an increase in the level of delegation of authority, an increase in the effectiveness of the tasks set.

Possession of coaching tools preferably determines the quality of their application coaches. It is proposed to divide them into two types - the main ones (basic models that cannot be dispensed with - the model of communication with the client, the thinking model used in the coaching session and the system of work) and auxiliary ones (various typologies that help to collect and structure information about the client in order to choose him the right approach).

Therefore, coaching is an effective way to achieve concrete results in life and business, is the science and art of promoting the self-discovery of a person or organization, a tool for an interactive process of supporting individuals and organizations in order to maximize help in unlocking their potential, ultimately focused on making positive changes and optimizing. production relations between workers, based cooperation and providing feedback.

Modern companies organize comprehensive education and training, so that coaching is increasingly intertwined with other management methods and allows people to achieve better results.

The word "coach" comes from the old English word "coche", which means wagon or swing. In modern vocabulary, "coach" is also widely used as a definition of a vehicle for one person or group of people from a starting location to a destination. In the educational aspect, coaching is a teacher who accompanies a student through a call. In sports, a coach is someone who manages the players in a particular sport and manages the team's strategy. ICF (International coach Federation) defines coaching as a partnership with a client and a creative process, inspiring him to achieve the maximum level of personal and business potential.

The key word in this definition is inspiration. A coach is someone who inspires the client to set the best goals for themselves and develop the best strategy to achieve them. Therefore, the main focus of this process is on the client, and all work is part of the client itself. From this process it follows that the client, working with a clearly defined future and with an idea of exactly what steps should be taken in order to achieve the set goals.

In other words, coaching is a process in which the coach, through a structured series of open-ended questions, allows the client to identify their true goals in life.

How is coaching different from other management methods? First of all, it is the desire to help employees not only in business, but also on a personal level. Senior managers have come to the conclusion that only high motivation and emotional stability of employees at all levels can produce excellent results. In this context, coaching helps people not only to adapt their behavior and develop their abilities to make a significant personal contribution to the company's performance, but also to compare their personal values with those of the company and, perhaps most importantly, to match personal abilities with their attitude and aspirations. within the company's mission.

Organizational coaching covers a range of activities including:

- development in accordance with the goals of the company of the individual in a non-therapeutic context;
- business consulting on a one-on-one basis;
- organizational transformation through individual and organizational compliance with corporate goals;
- the common challenges that coaching faces are related to the need to achieve desired goals in key areas of the business.

For example:

- creating opportunities and reducing or eliminating risks;
- setting goals and indicating ways to achieve them;
- clear and accurate communication of information;
- management of time as space;
- learning from your own and, first of all, from the mistakes of others;
- diagnostics and elimination of problems;
- improvement of business relations;
- balancing between business and personal life.

The goal of coaching is to support and enable the individual to reach their true potential. Research shows that human resources are limitless, except when the

individual does not limit them in his head. Therefore, it is important to know the influence of psychic energy in achieving success in business. It turns out that the success of a person is primarily in his hands, which contradicts the existing stereotypes based on the premise that other people do not limit our true possibilities, but in fact it is about past inappropriate goals and strategies that a person is trying to apply in solving modern problems. It turns out that whenever a person tried to solve modern problems with outdated concepts, he was followed by failures. The main reason for this lies in the fact that problems have arisen due to the use of outdated or inappropriate concepts.

The duties of a coach are largely determined by the professional level of the employee. In general, more competent staff in the performance of their tasks brings coaching closer to the classical methods of coaching. In other words, it is necessary first of all to “destroy” what has been accumulated in order to find out what is needed.

In order for coaching to be successful in influencing employees, respectively, to achieve the desired results, it is necessary to constantly develop such personal skills:

- the interest of managers to each employee;
- the desire on the part of managers to help everyone;
- the opportunity for managers to listen to the employee;
- so that the interests of managers are devoted to the company and employees.

These properties tend to express the readiness of leaders to enter into what is known as the coaching state. This includes relinquishing control over the traditional relationship between the team of employees, that is, the relationship of superiority and inferiority, which has long existed in the company and still dominates in classical structured and managed systems.

In order to influence the managerial staff, the manager must understand different "languages", and, as Milton Erickson, the father of modern hypnotherapy, said, one must speak their language. It turns out that most of what we say and how we say sends information about how we think. To be flexible enough means to create conditions for the understanding of the employee by the manager and the manager by the employees. In business and in general in the subconscious of a person, many things often go

without saying. Developing a system to communicate with employees that clearly states what is meant and what needs to be clarified is a task that, if successful, can improve communication between employees. There is no failure per se in coaching, as each failure creates additional time for success. It does not matter how a person falls, but it is very important how he gets up and how he will move more decisively in achieving his goals. Practice shows that in business there are no companies that have not suffered any kind of failure, but there are more and more companies that accept these results as a necessary learning process. Managers who know this have a chance to understand their own employees, and in time to make some changes in order to prevent possible failures. Successful coaching requires the employee to feel that the manager can support him at any time, show understanding and faith in his abilities. In order for a manager to be able to build such a relationship, he should incorporate "coaching behavior" into his daily behavior so that it becomes a part of his personality today. Elements of "coaching behavior" are desirable in the activities of every manager. In mastering "coaching behavior" it is important to pay special attention to the following. If there are people in the company who are dissatisfied with some part of it, we can be sure that they will make an attempt to tell the manager about it. If the manager didn't hear the person who wanted to talk more, they probably didn't listen. Or, in the previous case, the first reaction of the manager was such that the employee, next time, will think twice before trying to say something. The ability to listen is one of the best skills a person can develop. Thanks to the fact that in business schools managers learn to listen, which develops through rhetorical skills. Thus, without exception, good listeners are successful managers. The focus should be on developing the skills of employees, instead of focusing on performance. In this regard, it is necessary to closely monitor how some actions or decisions affect the efficiency of doing business. When people develop their talents and skills, their enthusiasm and confidence grow, thereby increasing their effectiveness, while feeling a strong connection between personal goals and the interests of the company.

Practice shows that a large number of managers use a lot of energy to point out the mistakes of their employees and use this as a punishment. However, all research

confirms that mistakes are a good thing and that they can be useful for rapid and dynamic growth and development. In this regard, the American king of "metal" Karl Schwoab says: "When my employees do not make mistakes, I worry. This means there is no innovation and no new, better ways of doing business." In the absence of errors, "absolute order" reigns, which leads to an increase in entropy and, as a rule, brings the system into a state of chaos. Thus, the manager learns from his mistakes, although these are the most expensive mistakes. It is best to learn from the mistakes of others because they are cheaper. Thus, managers who follow the concept of coaching should not repeat mistakes, and when they do, they should take them into account, and thereby insert them into the context of the overall social development of a constructive manager.

The manager must be unconditionally and without exception constructive. People can sense threats in a voice, even if it's about something else. In situations where the manager cannot be unconditionally constructive, we should take a break and formulate what he was going to say as well as do. Thus, the coaching method means that the manager knows how to help employees use their intellectual potential and improve performance. Rather, it is about support in learning and development, rather than specifying how to work and how to respond in any situation. A good metaphor for coaching, and especially applicable to companies, is the well-known proverb: "Give a hungry fish and you feed him for a day, teach him how to fish and you feed him for a lifetime." In other words, a manager-coach is designed to help employees achieve their goals, improve all aspects of their business and move forward from where you are. This is an ongoing process, because each person, after achieving one goal, strives to achieve others - of the highest rank, even bordering on fantasy. It turns out that the dreamer is more successful than real and practical people, they often doubt when solving the dilemma: to do something or not to do it, whether it is possible to achieve the goal, while, as a rule, giving up on it. People who think, seek and doubt are not afraid to make mistakes, their brain is constantly working on innovations, so this is the "golden fund" of personnel management, providing long-term goals. In a corporate setting, the manager-coach's focus can be described as achieving results and exceptional performance with the help of other people rather than dealing with problems

personally. Considering that one of the most important aspects of coaching is the relationship with employees, the focus should not only be on what employees need to do in order to achieve a goal or better results, but to pay attention to who they really are, how they think and what they really want. The coaching attitude is based on choice, not duty—one of the roles of a coaching manager is to ensure employees use coaching techniques. Thus, the role of the manager-coach is to create an environment that supports learning, independent thinking and the expression of various alternatives. The search for an alternative is very important, because if there is no alternative, then there is no choice as a great democratic right, as well as a key element in decision-making. The manager-coach must create the foundation, support and structure for employees so that they begin to achieve their desired goals on their own.

Any assessment, formal or informal, any comments on the employee's work or its results are feedback. Feedback is a constructive way to see how an employee has completed a given task and identified new opportunities and paths for growth and development. A manager who knows how to create constructive feedback has the ability to reward an employee, but in a way that benefits the company, the employees, and the community.

Thus, the optimally adjusted feedback is characterized by the following:

- is aimed at increasing efficiency and further development;
- focuses on team behavior rather than personality;
- specific and supported by strictly defined details;
- focused on specific solutions and future development.

In order for a manager to use feedback effectively, he must know how to receive it, as well as how to use it. When receiving feedback, you should:

- develop a constructive type of thinking: There is no failure, but only an element of feedback. Every time someone makes mistakes, he simultaneously gets closer to success if he learns and draws certain conclusions;
- be in a state that allows you to receive feedback; it means being open to criticism of your work. The self-criticism manager can promote openness, and by personal example indicate the path to follow;

- to provide feedback to respond in a way that demonstrates that the feedback received makes it possible to better understand the feedback, for example: "How can I do this?" or "What effect does this have on you?";
- really want to learn feedback, and not automatically prepare a response;
- always look for ways to establish feedback constant communication;
- when receiving positive feedback, analyzing, see what can be done differently.

It is known that one of the most effective ways to support people is “*lead by example*”. Thus, a manager who clearly knows how to demonstrate the effectiveness of behavior by personal example can easily pass it on to employees. The employee must have the choice to improve his behavior. Here it is important to focus on the expectations of managers and on the potential of the workforce. In any case, each employee should have time to improve his behavior, for which he needs to be given all kinds of support.

Depending on which methods and forms you choose, the reaction of employees will be evidence that the manager has correctly conveyed the feedback. If the reaction turns out to be constructive and if the employee is open to perception, raises constructive questions and is ready for further discussion, this is a sure sign of achieving an effect in feedback. The real success of leaders can be measured by the success of the people who work for him. When managers and leaders adopt coaching as a management method, productivity, motivation, and satisfaction increase, as do employees' performance. This in turn affects them. As a result, the coaching style of leadership creates an atmosphere of openness, learning and positive energy, employees get the opportunity to demonstrate their skills (and, therefore, motivation to achieve better results), self-confidence, because they solve tasks and problems on their own, and the desire to move forward increases. because they understand that progress is possible. The company receives, on the other hand, employee leaders who are ready to contribute to the development of the company; reliability, because management can rely on employees, and loyalty, because employees know that someone cares about them, and not just about the results of their work. The ultimate goal is to create a

coaching culture in which organizational behavior creates conditions for organizational, technological, managerial and other changes. In this regard, the traditional organizational infrastructure is also changing, as well as the introduction of new approaches and business philosophy. Managers start asking rather than ordering what needs to be done. Questions are raised that are directly related to what management should do to improve the quality of work. The rich experience of each employee becomes available, and employees work to achieve the goals, to fulfill the planned, because they also participated in their creation. Employees are attentive and hear each other, which allows them to increase the level of communication and support, and also helps to learn from each other, creating a synergistic effect. Employees receive positive feedback, which, in turn, creates an atmosphere of trust and loyalty in the team. A coaching culture cannot be created overnight, it is developed by traditions, reputation, experience in one place for a long time, ideally inherited.

One from first on the production have be held sessions business coaching for the management apparatus. Namely: coaching in finance in business, marketing and personnel management. First, business finance coaching. Each session should be divided into stages from 30 minutes to 2 hours. (Appendix L, Table L.1). The next step will be a session on personnel management, which will help to transfer coach management technologies and methods of working with teams and project groups to managers (Appendix L, Table L.2). One with primal and effective systems coaching there is model GROW (Fig.4).

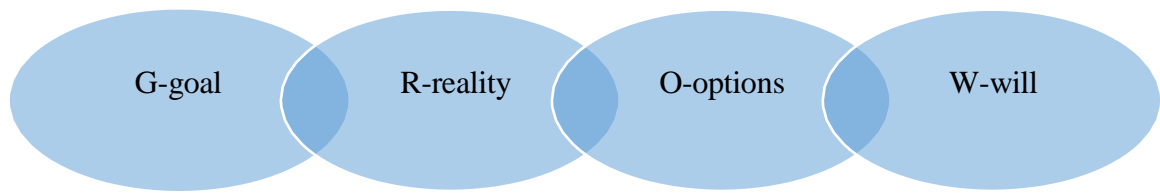


Fig.4. Model GROW, what maybe be implemented in coaching practice in the enterprise
Source: (created by authors)

Proposed by John Whitmore back in 1980, the model is actively used to this day, this model is perfect for both team coaching (initial format) and individual coaching. (Ex. H)

In this model, the sequence of the above steps is optional. The main thing is to remain flexible, to be able to review perceptions, directions of movement and make appropriate changes, since the process of improvement is constant and continuous. So the way this model there is enough simple, powerful and an effective tool for using coaching in the process of self-determination and staff development.

More one model coaching there is SUCCESS, but she is quicker tool from help how strategy with development personnel. Integrating this model in general process, coach creates more chances achievement main goals client.

The strategic plan is drawn up in three areas: improving the educational level of the staff, career growth and improving the motivation of the workforce.

Specific actions for control staff:

1) organization of group practices for new employees. During training, managers listen to the needs, desires, identify the abilities and interests of employees, which can increase the efficiency of the staff. In addition, it will accelerate the adjustment of work through measures that allow workers to quickly adapt to their duties.

2) the hierarchical development of employees is slowly worked out so that the employee rises to the highest level of the career ladder. The increase may be small, but their regularity encourages people to feel the promise of work. Motivation plays important role in efficiency control, That's why important constantly increase motivation Yes create favorable conditions work for

workers.

3) holding various team and corporate events at their own expense in order to strengthen the collective spirit of employees so that they are connected not only with work, but also with friendly relations with colleagues.

4) introduction of continuous vocational training (training) - mandatory for all managers Specific actions for personnel management:

- primary education for persons, for the first time adopted on the work on the company
- (duration education 7 - 14 days);
- annual education with topical questions professional activities leaders
- (duration education 1 - 3 days);
- periodic training (in accordance with the existing needs, but not less than the established one) for each category person's short-term periodicity; No less than 72 hours);
- professional retraining.

Education on the working place will carried out in form mentoring (coaching).

As part of the employee development program, a significant place is given to digital coaches. Foreign experience in implementing Mentorbot coaching methodology technology showed that it was in the top 20 best projects of the Ed2 educational accelerator. Its content is online correspondence with a coach with the support of an AI bot in the Telegram messenger. A person comes to the bot, chooses dates and times that are convenient for the session, formulates his request.

Among the most popular are how to effectively manage time and work tasks, how to balance work and family, how to find relationships in a new team. During the correspondence, the coach asks questions, helping to create concreteness in setting goals and an action plan. A smart bot as an assistant helps the coach by analyzing the data of all sessions data and suggesting options questions helps form report behind results coaching sessions.

Thanks to working with data, insights are recorded, or, conversely, limiting

beliefs, feedback and recommendations are provided in the format of homework.

Such a coaching session is a stored correspondence for needs it can view later. The development of bot session technology can provide the following results: correct contact with buyers of millions of people, provided that the most expedient channels communications; content clients thanks to true the spirit of service related to technology, enhance reputation and image; improve customer experience and increase employee engagement through streamlined processes.

Therefore, the development of bot-session technology can provide the following results: correct contact with million-plus buyers, provided that the most expedient channels communications; content clients thanks to true the spirit of service related to technology, enhance reputation and image; improve customer experience and increase employee engagement through streamlined processes.

Also proposed transformation businesses to an organization where the process of recruitment of competencies takes place. This will improve the qualifications of staff with maximum efficiency. A learning organization is an organization that receives constant feedback and uses it both to adjust its workflow in accordance with a given technology (this is done or at least should be done by all organizations) and to improve its abilities in the future. The main differences between a conventional organization and a self-learning organization are formed in Appendix P.

For implementation higher described quality changes offer to carry out the following activities: to improve the corporate culture of the enterprise in order to consolidate a single idea of the team's activities; creation Regulations on internal communications in an enterprise with purpose security permanent reverse communications; conducting group learning to understand the concept of continuous self-improvement; application of mutual learning methods. In view of the foregoing, it is advisable to develop and implement a project to transform the organization into a self-learning one, which requires certain investments in improving the quality of the exchange of information and experience of employees.

The plan of measures to improve the level of professional development of employees is given in Table. 4. The work of a department or coaching specialists in

an organization can be: motivating staff; problem solving; task completion; staff development; work in groups; settlement of relationships; delegation of authority; grade.

Table 4. Program professional development

No.	Directions development	Responsible person	Implementation period	Goals
1	Certified Assessor Invitation Yes coach	HR manager	01.02.2022 01.05.2022	promotion qualifications; development new methods in work improvement knowledge
2	e-learning technologies distance learning in e-learning form via the Internet	Director HR manager	01.02.2022 01.06.2022	continuous learning without interruption from workplace; combination of theory and practice for increase in labor productivity
3	Visit English courses	HR manager	01.02.2022 01.07.2022	promotion staff qualifications; acquisition new skills
4	Systematic independent education via educational and methodological materials	HR manager	01.02.2022 01.02.2023	promotion staff qualifications development self-education of employees
5	Development of NN mentoring for interns-trainees without work experience on the basis of shops;	HR manager	01.02.2022 01.06.2022	acquisition practical skills of specialists; formation personnel reserve
6	rotation managerial workers	Director	01.03.2022 01.04.2022	to share experience Yes knowledge between employees;
7	Holding on the workplace for all positions - audio, video courses;	HR manager	01.03.2022 01.03.2023	consolidation Yes constant repetition of knowledge
8	Training of interns-trainees who are in personnel reserve through a special program.	HR manager	01.02.2022 01.07.2022	formation personnel reserve development enterprises thanks to young specialists;
9	Application management retraining programs	Director	01.02.2022 01.08.2022	repetition Yes learning new technologies;
10	Internship behind border and exchange of experience	Director	01.02.2022 09/01/2022	– acquisition of practical skills for them further application.

Source: author's development

Effective work in the above areas will solve the following issues: creation of project teams; training; entering new markets; formation competitive advantages;

intangible motivation personnel; output on the market for new goods and services; creation of cohesive work teams; increasing the efficiency of sales and change management.

2.2. Limitations in coaching

By definition, a coaching client can be any person with a mentally formed, healthy personality without congenital or acquired psychopathologies.

Coaching is contraindicated primarily for people with impaired or underdeveloped emotional-mental connections, namely: children of all age categories due to an unformed personality; people with any mental disorders, from mild neurotic states, to deep depression, schizophrenia, manic states, mental retardation, etc. Not only because the coach can harm the health and worsen the condition of the client, but also because of the futility of the efforts made. That is, coaching simply will not work.

Clients focused on the utilitarian business coaching format can go into the format of deep emotional experiences during the coaching process. Therefore, with Russian-speaking clients, get ready for the fact that almost every coaching session can begin with immersion in the world of affective [the process of intense experience, accompanied by pronounced motor manifestations and changes, including in the work of internal organs. Affects are distinguished from emotions, feelings and moods.

Of these standards, such clients are immediately classified as incongruent each other, the adequacy and consistency of his speech, ideas, beliefs among themselves. Examples of incongruent behavior are situations when someone sadly talks about how fun he is, etc. In coaching, an incongruent client is not working client (complainer, saboteur). Sometimes the concept of authenticity is used in a meaning close to congruence, endowing them with various artistic epithets: “complainers”, “spectators”, etc., implying the futility of working with them, and recommend immediately abandoning them. But our practice shows that the skillful supportive environment of a professional coach works wonders. And very often, after some time, an initially incongruent client can become ready for effective work.

In addition, there are separate categories of clients who, due to circumstances, by definition, cannot be coaching clients. These include: children and people with a pronounced negative deviant [Deviant behavior (lat. deviation - deviation) is a stable behavior of a person that deviates from the generally accepted, most common and established social norms. Negative deviant behavior leads to the application by society of certain formal and informal sanctions (isolation, treatment, correction or punishment of the offender). Deviance as a social phenomenon and the reaction of society to it is studied by behavioral sociology]. Therefore, it is very important for a competent coach to be able to recognize the acceptable limit of the conditional norm and understand when it is necessary to categorically and decisively refuse a coaching session. So let's take a closer look the above categories.

In today's market environment, organizations can achieve success only if they manage to improve their methods of work and achieve a high level. Organizations are forced to work efficiently by creating new systems of relationships with their employees. In this regard, the requirements for personnel are growing: we are talking about increasing his competence, improving professional skills, etc. All these questions are addressed by coaching. Coaching is a system of principles and techniques that contribute to the development of the potential of an individual and a group of people, as well as ensuring the maximum disclosure and effective implementation of this potential. Therefore, the study of this topic is reasonably relevant.

However, the presence of controversial issues in this problem requires further research. The main task is to study coaching as the basis for personnel development in an innovative environment. The need to use new technologies in the field of development-oriented company management involves the search for new approaches to understanding the essence of management activity. Coaching allows you to take a fresh look at the organization of management activities, the construction and development of business systems, analyze the necessary conditions for their implementation, determine the socio-psychological aspects of management. The main components of this model: determining a motivating goal, determining the necessary resources to achieve the intended goal, creating relationships, contributing to the

preservation of commitment to this goal (commitment to personal values and beliefs, on the basis of which the goal is formed) and, finally, the analysis of the result as feedback. Therefore, if for a leader the development of subordinates is one of the most important professional tasks, then for their implementation it is necessary to apply the principles and methods of coaching. Only in this case can we talk about the self-development of the organization. The usefulness of coaching for a manager, his employees and for the organization as a whole can be manifested in the following:

- improving staff productivity, staff development;
- improved relationships, improved quality of life, effective use of the manager's time;
- increase in the number of constructive ideas, optimal use of the skills and resources of the staff, quick and effective response in critical situations, flexibility and adaptability to changes.

Currently, coaching is not only an effective style of personnel management, but a cost-effective means of personnel development. Managers are concerned with increasing the efficiency of their subordinates. The use of coaching will help organizations significantly increase the productivity of their employees, use human potential to a greater extent to achieve the goals of the organization, and increase staff motivation. Coaching also facilitates the delegation of authority and significantly saves working time. In addition, employees who are familiar with the coaching methodology can sort out responsibility, and this, in turn, allows the manager to solve more important and complex functions.

The main tasks of coaching include: analysis of problem situations, making a final decision, self-education, unlocking potential, increasing motivation. A coaching tool is a question that helps a person to better understand a situation.

Briefly describing the scope of coaching, we can say that personal coaching helps to define goals and steps to achieve them, to be able to find new ways of effective cooperation, to coordinate individual goals with the goals of the organization, to discover new opportunities, to enjoy the results of one's work.

As the practice of enterprises using coaching technology shows, the manager

receives a return on the resources aimed at training staff through the specific results indicated below.

- Improving the current performance of employees. Coaching eliminates minor shortcomings, such as failure to meet deadlines for preparing quarterly reports, inattention to detail when carrying out assignments, intolerance for the mistakes of subordinates, and teaches the manager such skills as delegating or giving feedback.
- Free up time for leaders. Coaching allows you to manage your time more rationally - due to the fact that the manager transfers part of the tasks to employees who have acquired new skills.
- Appearance of candidates for leadership positions. Coaching gives the manager a unique opportunity not only to help subordinates in solving their current problems, but also to form leadership competencies and worldviews necessary for occupying top positions.
- Additional knowledge. Using coaching, the leader gets to know subordinates better, understands their strengths and weaknesses, gets the ability to make more informed management decisions on the distribution of roles in the team, responsibility in projects, movement of subordinates and other personnel movements.
- Strengthening the motivation of employees. In the practice of enterprises where the manager takes on the role of coach, employees have a growing desire to increase their performance and loyalty to the organization.
- Improving the organizational climate. Coaching, a technology based on relationships between people, builds trust not only between the coach and his mentees, but also in the entire organization or its separate unit. This attitude creates a productive organizational culture, increases the efficiency of not only vertical, but also horizontal interaction.

Thus, coaching, the foundations of which are built on psychological principles and models, contributes to the fact that a person better understands and comprehends his capabilities, which he, with sufficient motivation, can successfully implement in

his activities. Coaching as a systemic paradigm of thinking, being a key resource for innovative changes and a methodology for effective interaction, provides the best approach to modernizing the system of functioning and development of organizations.

Modern management in the style of coaching is a new look at the organization's personnel, where each employee is a creative person, able to independently solve problems, take initiative, make choices, take responsibility and make decisions.

Therefore, coaching is an effective means of interaction between a manager and an employee to solve the tasks assigned to them. Anyway what changes, both internal and external, coaching allows staff to adapt to these changes as quickly as possible, to find ways to increase their effectiveness in the new conditions and self-realization. Coaching is an opportunity for constant development in accordance with modern conditions.

2.3. Corporate culture of teamwork based on ESG

Today, personnel behavior management as a new scientific direction and field of activity of modern management is developing in the context of the socio-cultural paradigm of management. The culturological view of the enterprise allows us to understand the essence of human behavior and its role not as a mechanical component of management, but as a special team value, which, due to its unique features, is able to multiply the success of the organization. According to scientists, the most successful and correct characteristic of a model of cognition of human behavior in an organization based on a sociocultural approach is, first of all, its inherence, that is, the ability to adapt to the existing system of norms and values of behavior of just such a social system into which it is being introduced. Due to this property, most of the staff positively perceives the modeled mechanism of influence on behavior.

Concern for the environment and the well-being of employees is becoming an increasingly relevant trend. Today, business transformation at ESG is taking place as generations of millennials are more preoccupied with the ESG program than others. It is important for them to influence the reduction of the harmful impact on the environment, build high-quality relationships between business and society and create

maximum transparency of the economy. Companies that ignore this risk losing investor money and consumer support. Investor interest in the risks that affect the ESG rating is steadily growing. Therefore, increased public awareness of environmental issues greatly increases the negative value of portfolio companies.

Environmental, social and corporate governance (ESG) is a set of corporate governance characteristics that achieve the involvement of a specific company team in solving environmental, social and governance problems.

A study of institutional investor opinion has shown that investor dissatisfaction with the information received about ESG risks is constantly growing. This fact can only be alarming, since 91% of respondents also noted that non-financial indicators play a major role for them in making investment decisions. This explains the investor community's interest in ensuring that companies have adequate governance structures, review and control processes in place when preparing ESG disclosures.

Investors are raising the bar in evaluating a company's performance based on non-financial or ESG factors and demonstrating their commitment to a more stringent rating. Investors expect companies to provide accurate data that they use to evaluate ESG factors. Concerned about the lack of adequate risk information, investors react by worsening the company's risk profile. If ESG factors are not taken into account when evaluating performance, or only positive aspects are taken into account, investors can draw their own conclusions.

Thus, it can be concluded that companies that do not meet the expectations of investors on environmental, social and governance factors risk losing access to capital markets. Against the backdrop of a gradual reduction in the global amount of non-renewable energy sources, the production of renewable energy sources is rapidly developing around the world. By investing in environmentally friendly and long-term sustainable projects, the bank provides you with the opportunity not only to capitalize and pass it on to future generations, but also to make a significant positive contribution to society and the world now and in the future.

Since in the 21st century the main factors of innovative development are knowledge, sustainable development and culture, the management tools will be

effective if they are directed not to the technical component, but to the human factor. Transformation processes in the economy are carried out by a team of like-minded people who share a system of values, rules, norms of behavior, traditions and business models, united by the concept of corporate culture. Corporate culture refers to complex material and spiritual phenomena, the study of which faces a number of problems that increase the growing interest in considering it as an internal source of organizational change and a finely planned management tool. The study of the factor of culture today is gradually turning from academic knowledge into a necessary component of practical activity, as we are witnessing total crises: political, economic, environmental, spiritual. The way out of which is possible only if cultural aspects are perceived.

The conceptual approach to personnel behavior management reflects a system of theoretical and methodological foundations for revealing the deep essence of the behavioral aspects of the enterprise's personnel and organizational and methodological approaches to the formation of a personnel behavior management mechanism. Thus, the conceptual model illuminates the general approach to seeing the essence of all facets of personnel behavior in the overall enterprise management system. In the conceptual model of the study, reflected in fig. 6., the basic principles, functions, methods of management and mechanisms of influence on the behavior of personnel are logically combined.

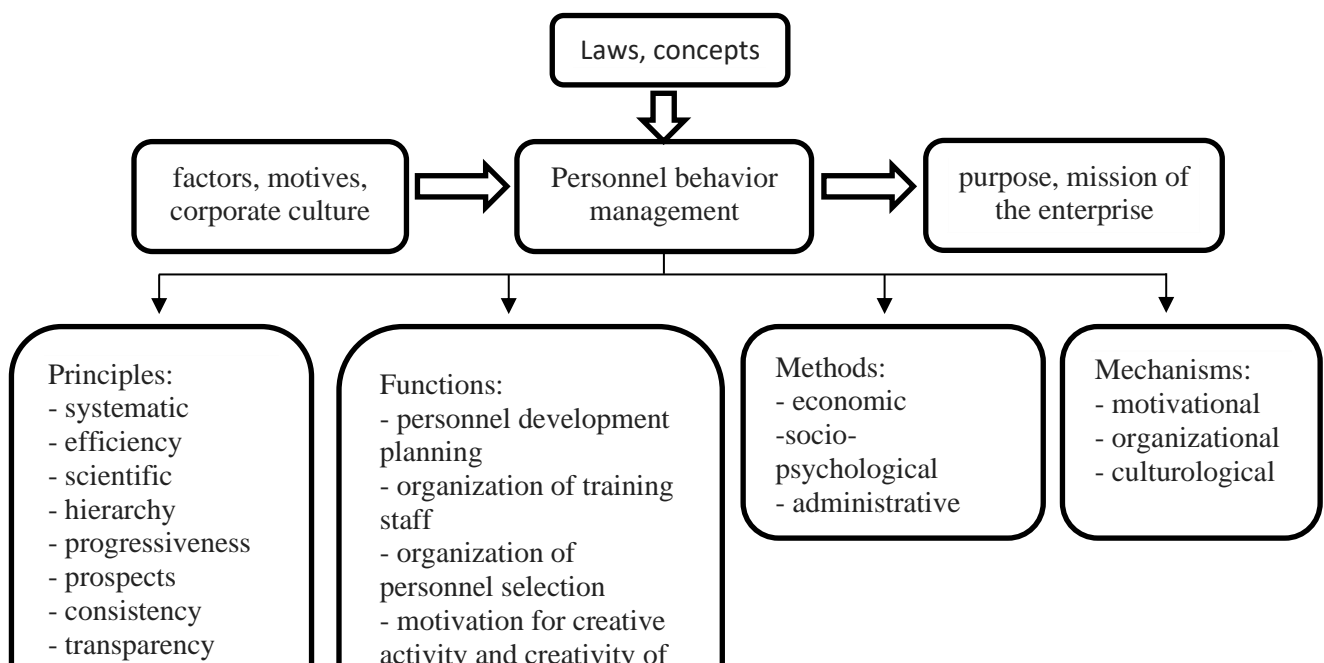


Figure 5. Conceptual model of personnel behavior management

On the basis of the basic functions of management, namely planning, organizing, motivating, controlling and regulating, the following sub-functions have been identified: personnel development planning; organization of personnel training and development; organization of personnel selection; motivation for creative activity and creativity of staff; controlling the degree of resistance to change; regulation of personnel behavior and stability management processes. Since the behavior of personnel is due to certain motives and depends on the action of many factors of the external and internal environment, they are presented in the conceptual model. The formation of personnel behavior should take place taking into account the mission of the enterprise and be directed according to the principles of management to achieve the goal of its activities. The principles of personnel behavior management are the same as the general principles of personnel management.

The main among them are the principles of consistency, economy, scientific character, transparency, hierarchy, progressiveness, prospects, consistency. At their core, management principles are a tool for transforming the objective laws of the universe in general and society in particular into the practical activities of managers.

The principles of personnel management are specific rules of managerial behavior determined by the needs of the management object.

The principle of consistency involves, first of all, the formation of a model or system for managing the behavior of personnel, taking into account all the factors of

influence.

The principle of economy consists in the effective targeted use of funds for managing the behavior of personnel and the correct assessment of future results.

If the principles reflect the requirements of laws and scientific theories, the management functions show how, on the basis of the principles, it becomes possible to implement a specific action aimed at the behavior of personnel. Thus, in the conceptual model of personnel behavior management, an important role is played by functions that are divided into general (planning, motivation, analysis, control, regulation) and specific, reflecting certain actions, depending on the specifics of the object of study.

Since the behavior of personnel largely depends on their educational and qualification level, it is advisable to single out among specific functions those that contribute to professional growth, we are talking about career planning, training and development of personnel. The provision of psychological comfort and team cohesion is influenced by specific functions that simultaneously affect motivational levers and the psychological structure of a person - this is adaptation, conflict management, social justice management. The essential content of the general functions of managing the behavior of personnel is reflected in Table. 5.

In the management of personnel behavior, classical methods of management are involved - economic, administrative, socio-psychological, which are quite fully described in scientific and educational literature.

Table 5. Personnel behavior management functions

Functions	Filling content
Planning	- personnel needs planning - personnel behavior strategy planning - recruiting activity planning - career development planning
motivation	- development of basic motivational levers in the management of personnel behavior - expansion of the motivational field depending on the value orientations of personnel
Analysis	- socio-psychological diagnostics of the team - analysis of group and interpersonal relationships - analysis of information flows in the team - analysis of the level of conflict
The control	- ensuring the optimal daily routine, work, rest schedule Coordination - coordination of the functional responsibilities of the heads of structural divisions - delegation of authority within the structural divisions
Regulation	- regulation of personnel adaptation processes

An important component of the concept of personnel behavior management is the management mechanism that determines the real tools for influencing the behavior of personnel. Considering the multidimensional interpretation of the concept of "mechanism", it is advisable to distinguish three main types of it: 1) motivational, reflecting the internal motivation of human behavior, 2) organizational, characterizing the instrumental component of influence on human behavior, and 3) cultural, indicating the value orientations of a person, which also determine his behavior.

The behavior of the team is determined by the environment in which it is located. The corporate culture reflects the environment of the enterprise's employees, at the same time it is the main strategic tool that can unite all employees to fulfill the mission and tasks of the enterprise. Taking this into account, the leading place in the conceptual model is occupied by corporate culture as a factor in the stability of personnel and increasing their motivation.

It is obvious that the basis of personnel behavior management is the relevant management laws and theories that make up the methodological basis for the study of personnel behavior. In Table 6 proposes theoretical, methodological and applied components of personnel behavior management, covering management laws, concepts and regulatory documents, the action of which is aimed at the behavior of enterprise personnel.

Table 6. Theoretical, methodological and applied components of personnel behavior management

Laws of development of society	Concepts, theories	Regulatory documents
The law of correlation of social structure and ability structure	wellbeing concept	Regulations on the incentive system at the enterprise
Law of correspondence of social roles and social functions	Human concept	Code of corporate culture of the enterprise Job descriptions
The law of unity of biological and social. Law of necessary variety. The Law of Traditions and Customs	Concept of work and life	Code of Labor Conduct for Personnel Code of Corporate Culture Regulations on the Incentive System
The Law of Growth of Needs The Law of Saturation of Needs	Concept of social exchange	Quality standards

The law of correspondence of the achieved result of labor with remuneration The law of competition, anticipation	Expectancy Theory	Regulations on the incentive system Regulations on the certification procedure
Laws of human development	Human Resource Concept Human Relations Theory	Personnel development program Collective agreement
The law of change of labor	Leadership style theories Leadership theories	Adaptation program Regulations on the formation and preparation of a reserve Employment contract Regulations on the selection of applicants for filling vacant positions
The law of distribution of efforts and the type of chosen behavior. Law of Variable Behavior	process theory	Corporate culture code of the enterprise Employee contract Job descriptions
Labor privacy law	The concept of justice and tolerance	Collective agreement non-disclosure obligations Code of corporate culture Code of work ethics

All mechanisms for managing the behavior of personnel should be based on the actions of the laws reflected in Table. 9. Laws not only reflect the connection and interdependence of certain phenomena of objective reality, but also approve the accepted rules of cohabitation and norms of behavior. Therefore, it is quite logical to consider laws that are directly related to man. In particular, the law of human development states the objective natural need of the human essence for improvement and is an internal source of motivation for personnel behavior in the direction of professional growth. Any development requires resources, therefore, at the enterprise level, a concept of human resources should be developed, aimed at ensuring the development of personnel.

Taking into account the theoretically applied and methodological foundations of personnel behavior management, the main concepts, theories and laws are systematized, the possibilities of their practical implementation are revealed, while using the existing tools of labor regulation at the enterprise.

The concept reflects the general philosophy of the development of the enterprise, that is, it is a strategic guideline for its development; the tactical tool that specifies the provisions of the concept is the Team Development Program and the Collective Agreement.

The concept of well-being, created on the basis of the laws of correlation between the social structure and the structure of abilities, presupposes the satisfaction of the material needs of the personnel in the first place. The material component, that is, wages, is a basic element in behavior management, and its level, associated with increasing the efficiency of human activity, is regulated by the Regulations on the incentive system at the enterprise.

The concept of a person is based on the laws of correspondence of social roles and social functions. A social role is a well-established model of human behavior in a certain accordance with the expectations of the environment. That is, situational and communication prerequisites determine the social role of a person. The corporate culture code of the enterprise will become an effective tool in the formation of social roles, which will increase the effectiveness of behavior management.

A significant component of the development of any enterprise, and in the context of this dissertation - the development of human capital is the economic component. The economic growth of the enterprise, of course, affects the behavior of the staff at each of its stages, so the manager must be ready for changes and have a ready-made behavior management model at each of the stages. At the same time, he must be guided by the law of the cyclical development of the economy, which expresses the internally necessary, established and significant links between the periodic renewal of both technological and socio-organizational processes at the enterprise. The most important sign of human needs is their dynamic, changeable nature. Without the development of needs, the development of both an individual and entire systems is impossible.

The main thesis of the concept of social exchange is the desire of a person for material rewards and recognition of his achievements by members of the group. The more often a person's positive action is rewarded, the greater the likelihood of such an action, because human activity depends on its success. In this plane, the manager must be guided by the indicated laws of growth and saturation of needs, based on the regulated quality standards at the enterprise. Another fundamental factor in behavior management is the level of competition among the staff in the organization. Compliance of remuneration with respect to the achieved result, embedded in the

theory of expectations, is the driving force behind the efficiency of the labor process, and the feeling of healthy competition and competition in the organizational environment stimulates further intellectualization of the staff and creative development. Since these and other factors are very important in managing behavior, they should be included in the regulation on the incentive system at the enterprise. The competitive environment in the organization gives rise to a number of socio-psychological problems, one of which is the violation of the principle of justice in relation to each employee.

The concept of fairness and tolerance involves the use of a privacy policy in an enterprise. The main idea of this concept is the non-disclosure of the size of the individual wages of each employee. By concluding a regulated labor contract, signing a non-disclosure obligation and a code of corporate culture at the enterprise, the influence of these socio-psychological factors is leveled. The concept of work and life in the enterprise is based on the position that bringing happiness into the organizational climate is the way to increase profits, create an atmosphere of creative (labor) enthusiasm and achieve the goal. Since human behavior is determined by its psychological structure, technologically the process of personnel behavior management cannot be unified, giving it the form of a certain standard. To some extent, this is a creative process, it requires creativity and psychology from managers. Consequently, purely managerial functions in this process must also have other features.

After analyzing various aspects of considering a person in the economic system, it can be argued that the directions of the managerial and socio-psychological approaches differ in their target orientation. In the managerial approach, a person is considered as a producer and consumer of goods, therefore, all the tools of managerial influence are aimed at achieving high labor results through economic levers.

With a socio-psychological approach to managing the behavior of personnel that determine the interests of a person, his needs, internal capabilities, therefore, intangible factors of influence come to the fore. There are also differences in leadership style. In the managerial approach, task orientation dominates, and the socio-psychological

approach involves the creation of relationships that form a harmonious environment that encourages effective work. Control technologies are also different. In particular, the management approach involves certain organizational regulations governing the norms of work and rest and the mode of operation of the enterprise, although it is illogical and impractical to completely standardize human behavior, especially when it comes to creative workers. The socio-psychological approach provides greater freedom without violating the generally accepted norms of behavior in the organization. In general, in practice, both approaches are usually combined, since only their combination can create the most favorable conditions for the development of human potential.

Currently, the cultural approach is becoming a model of thinking and research, so it should be used as a conceptual and methodological basis for this study. The expediency of considering the behavior of personnel through the prism of the culturological factor is also to a certain extent explained by the fact that the polysemantic content of culture consists of concepts - education - upbringing - development that directly relate to a person. Within the framework of an enterprise or organization, they are transformed into management categories, in particular - education is the competence of personnel, - development - career growth of employees, - education - personnel values. Culture at the company level becomes 1 category corporate or organizational. And the actual behavioral view of corporate culture focuses on human behavior. Different levels of corporate culture determine human behavior through values, value orientations and deep archetypes that lay down certain mental structures and modes of behavior.

Consequently, the corporate culture in the personnel behavior management system should be considered as the main strategic tool designed to rally all its employees and departments around common goals. It allows you to create a general atmosphere of openness and devotion at the enterprise, orients employees to increase initiative, and facilitates communication. Using the tools of corporate culture, the manager influences the behavior of the personnel of the enterprise, providing the motivational needs and desires of the personnel. In a number of studies, corporate

culture is defined in terms of the constant development of universal beliefs, rituals, symbols and myths that serve to reduce human volatility and to control the behavior of personnel in the enterprise. It is also defined as a system of relations that has developed in the team on the basis of accepted values, basic ideas and norms of behavior necessary to fulfill its mission.

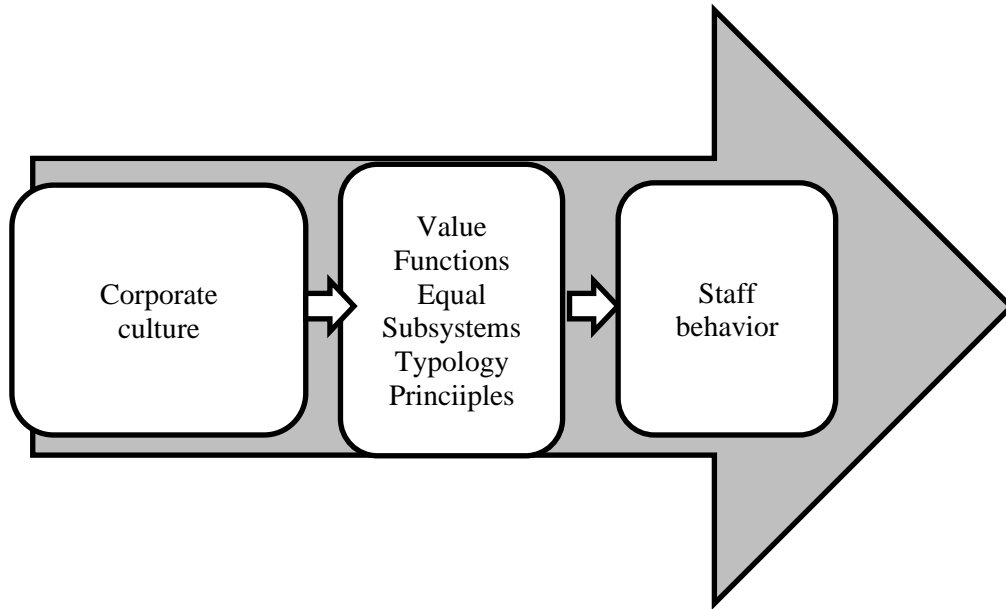


Fig. 6. The influence of corporate culture on staff behavior

In the proposed work, corporate culture is interpreted as a set of common values and traditions, knowledge and practices that form a harmonious environment in the organization.

The influence of corporate culture on the behavior of personnel is shown in Fig. 6, and the concretization of this influence through the main components of corporate culture, in particular, values, functions, archetypes, levels, types of culture, is shown in Fig.7. Each organization has its own special character. Managers force the enterprise to work, and the culture in the organization of work unites people, giving them a set of principles and guidelines for successful collaboration.

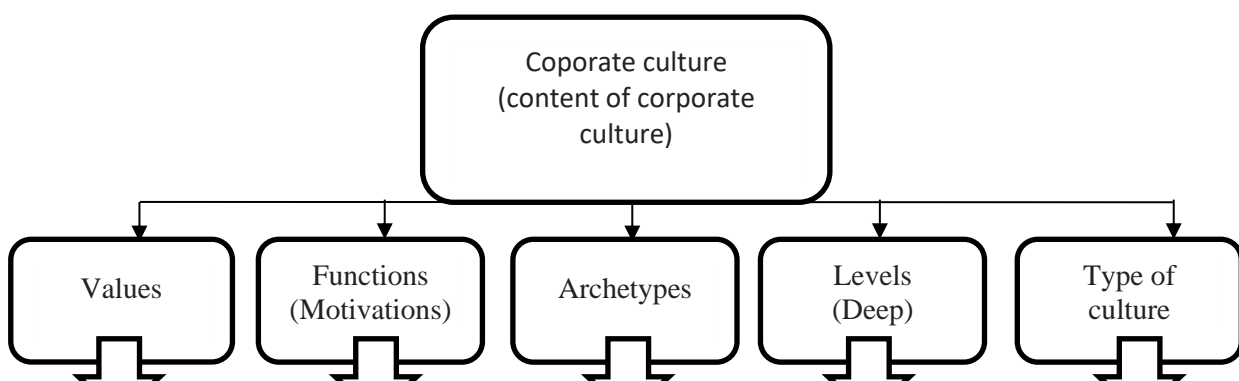


Fig. 7. Manifestations of the influence of the components of corporate culture on the behavior of personnel

Factors of leadership, management, culture and environment corporate culture
Values Functions Levels Subsystems Typologies Principles Personnel Behavior
Corporate culture (content content of corporate culture) Values Functions (motivation)
Archetypes Levels the degree of harmony of the team are tools for the influence of
corporate culture on the behavior of staff, manifested through effective
communications. This effect is illustrated in Fig. 8.

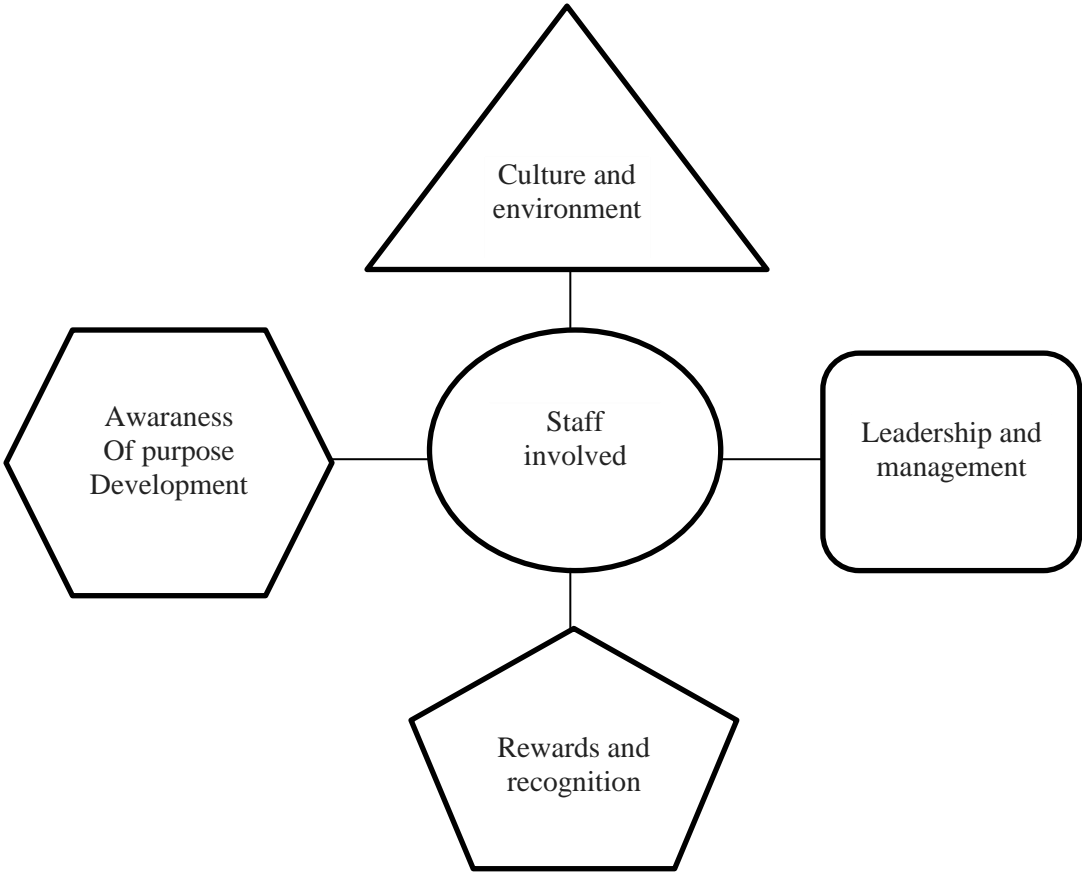


Fig. 8 The impact of corporate culture factors on staff through communications

In the process of activity, radically different approaches to managing the behavior of personnel have been formed. In our opinion, the most important of them are motivational approaches aimed at motivating members of the organization to further optimize their productive activities.

Personnel motivation as a function of corporate culture is considered one of the most pressing problems of human resource management, as evidenced by numerous scientific studies that highlight it. Motivational levers in the management of personnel behavior are considered by theorists and practitioners through the prism of mechanisms for increasing the efficiency, competitiveness and business image of the organization. The modern policy of staff motivation should be based on the principles of consistency.

In this regard, motivation is an integral element at all levels of personnel behavior management. That is, by involving human resources in the organization system, the manager realizes that a potential employee in the labor market has his own specific motivational motives. The same applies to the development, support and stimulation of human resources.

Effective management of personnel behavior is impossible without taking into account the motivational factors present in the content of corporate culture.

In recent years, the number of organizations and enterprises has been growing, which, when solving the problems of motivation as the main tool for managing the behavior of personnel, are guided by the approaches of corporate culture. At the enterprise, corporate culture is not only a factor in increasing competitiveness, adaptability and production efficiency, but also an important factor in the stability of personnel, increasing their motivation. Corporate culture affects both the process of managing the behavior of personnel, and the productivity and operation of the enterprise as a whole. The higher the level of corporate culture at the enterprise, the

less it is necessary to resort to regulation of activities through manuals, detailed instructions, directives, etc. In addition, the higher the level of corporate culture at the enterprise, the greater the prestige and competitiveness of the organization in the market, which increases the motivation of new staff.

Motivational factors influence the formation of corporate culture and corporate religion in the organization through a close relationship of values with the needs of the staff, i.e. corporate culture in the organization already acts as a ready-made, formed model of behavior. This model may or may not be liked, so in order for the corporate culture to really benefit the organization, it is necessary to create a corporate religion for the staff. Being an integral part of the established corporate culture in the organization, corporate religion should be based on the general psychology of the staff and their motivation.

Since corporate religion is more connected with external factors of the organization's image, that is, it is based on the relationship "brand - staff - client", in our case, in order to justify the dependence of the internal corporate culture on motivational factors, it is necessary to determine the relationship of values and needs. It has been proven that people with less intellectual capacity, but stronger will, are able to work better than gifted people with no freedom. Hard work and motivation are decisive factors for increasing the productivity of personnel, as well as managing behavior in the enterprise. Corporate culture is related to the nature of beliefs and expectations in the life of the organization, and the climate in the team is an indicator of how these beliefs and expectations are realized.

Corporate culture can also be described as the representation of personnel, employees of the organization about what is needed and what cannot be done in a team. That is, corporate culture has a dual nature: on the one hand, it is a manifestation of national and civic culture, and on the other hand, it is the embodiment of labor traditions and relationships, enhanced by the factor of material and moral encouragement. A corporate culture based on staff motivation should be included in the core competencies of any enterprise whose goal is to function effectively in a competitive market. The motivational aspect is decisive as a corporate culture, because

when analyzing motivational factors, as an important component of the organizational life of an enterprise, the concept of corporate culture is filled with content.

The organization is trying to use the potential of its staff with the greatest effect, and this is possible only when creating a favorable situation in the organization itself for the intensive development of the potential of each employee. In order for each individual in the organization to strive to give all his strength and knowledge to the benefit of the enterprise, a special internal atmosphere, a common idea, and the religion of the organization are necessary. And it is embodied in the corporate culture, which cannot be implemented by one order from above - it must be formed gradually, without motivation for the formation of a corporate culture in an organization is impossible.

The concept of motivation is always viewed through the prism of personnel management. In the difficult conditions of Ukrainian economic relations, new requirements are put forward for personnel and the labor market every day. In addition to the selection and training of personnel, special attention should be paid to the formation of a new consciousness, mentality for each employee, which determine his behavior.

The success of moving towards sustainable development aimed at environmental, social and corporate governance largely depends on economic opportunities and awareness of the need to take measures to harmonize the relationship between man and nature, both for the company's management and for each individual employee. Usually, the essence of the problem is that people do not know what they can realistically do for sustainable development. What exactly does the set of business management characteristics consist of and how an individual employee, team and company will participate in solving the environmental, social and ethical component of business processes. In their official duties and communication links, the algorithm of actions is not clearly formulated. Therefore, the need for awareness, environmental education and enlightenment, the formation of an environmental culture is emphasized. With all the obvious importance of the complicity of employees, the reaction to this information is no less important, which is largely determined by the level of culture. If you look closely at what is happening, it becomes clear that culture determines decisively

everything in our lives. Her role cannot be overestimated. Today, the question of the optimal income gap is becoming fundamentally important. And this is largely a matter of culture - the choice of development path in favor of a resource-based economy or a knowledge economy and sustainable development. Only highly cultured and far-sighted people who are ready to sacrifice the benefits of civilization for the sake of a decent life for their descendants can adopt strict laws, reduce profits by several times, make this the rule for all companies and countries without exception. Concern about environmental issues, the problem of climate change, should become a reputational priority. It is a mistake to just make laws because they often do not work or are ineffective. Only internal motivation and reputational culture of a person and a company can radically change the situation. Laws must ensure strict observance of the rules of behavior and lifestyle consciously chosen in society, which is determined by culture. Today, the priorities of the activity of the public in developed countries are more likely not in “rule-making”, in the hope that the government will solve the problems of concern to all - many issues are resolved at the household level on the basis of personal interest (including separate waste collection, composting of organic waste, conservation of flora and fauna in densely populated areas, the use of wind and solar installations). Not so much government decisions, but the speeches of the most prominent representatives of society, and above all representatives of culture, turned the society in these countries in the direction of sustainable development.

In this regard, probably the most reliable way to change the situation is to invest in human capital and, above all, in culture. Before our eyes, the natural and social anomalies resulting from our wrong behavior are increasingly becoming the “norm of life”, and only culture can turn us around to what we call sustainable development. Public figures, representatives of culture unconditionally accept the importance of the ideas of sustainable development and environmental issues. And by all means they form constructive proposals for solving environmental and economic problems and determine the priority of projects on ecology and culture to form the worldview and practical activities of civil society in the direction of sustainable development. Ideas about ecological culture have changed over time. Initially, it was believed that

ecological culture is independent of the general culture, it is based on its own principles and it is necessary to develop them in order to solve the relevant problems. These ideas were replaced by the understanding that ecological culture is a part of the general human culture. Now it is becoming increasingly clear that ecological culture is a feature of the development of culture. A high level of culture in itself determines the "environmental friendliness" of human behavior. As practice shows, often people who are well informed on environmental issues and sustainable development problems do not use this knowledge in their daily lives, while a person of high culture without special knowledge in these areas turns out to be deeply "environmental" in practice, sincerely not understanding how to behave differently. The choice of a behavior model is usually based not on professional knowledge, but on the basis of internal motivation and needs. Moreover, the presence of such a trend is again clearly seen both when comparing different groups of the population within the country, and when comparing different countries. Supporting the development of culture is an indispensable condition for it to be able to lead people along, ensuring further development. When "self-sufficiency" is needed, it finds itself in the position of satisfying what money is given more easily and quickly, and begins to play the opposite role, not helping, but hindering further development. Only culture can make it possible to seriously raise the economy, technology, and the legal framework, to provide a serious long-term solution to socio-economic, demographic, and environmental problems. To ensure sustainable development, the efforts of experts alone are not enough, the interest of the population is needed, which implies a certain level of culture. A reliable basis for this is the cultural and natural heritage, the attitude towards which determines the level of development of any society and the possibility of its further development. In modern conditions, a number of environmental problems cannot be solved without raising the economy, but the temporary resource and the loss of cultural and natural heritage "later" cannot be recreated for any money, especially bearing in mind that this is the basis of culture, and, consequently, of future development. When determining the priorities of the activity of the world community to ensure sustainable development, in particular at the UN Conference "Rio + 20", the key role of culture and the fundamental importance of

preserving and enhancing the cultural and natural heritage are clearly underestimated. It would be correct to reflect the importance of these aspects in formulating the New Millennium Development Goals. Today, when looking for ways to develop the economy - and this is of primary concern to everyone - it is necessary to harmonize our growing needs with the natural possibilities of the planet, which is defined as a green economy.

CHAPTER 3. DEVELOPMENT PROGRAMS IMPLEMENT I COACHING

HOW TO TOOL DEVELOPMENT STAFF

3.1. Coaching as a tool for adaptive personnel management in modern companies

The complexity and dynamism of the factors of the modern business environment, which are complemented by the emergence of a significant number of new challenges and threats to the activities of economic entities, require the implementation of adaptive business management tools into management practice. Adaptive management should include not only effective methods, levers and functions, the entire management system should be ready for changes in external and internal environment factors, including corporate organizational culture, management processes, resources, company personnel. An adaptive management system should be focused on quickly responding to changes in the factors of the company's business environment, the organizational structure of management and production should be flexible, resources should be sufficient, however, the effectiveness of adaptive changes is determined, first of all, by the degree of readiness of the organization's personnel for such changes, the level of professional competence, skills and responsibility of employees, high level of organization and ability to non-standard solutions. The formation of such qualitative indicators of the organization's personnel is possible only with a constant process of learning and using innovative methods, forms and tools of training practice in the practice of training employees, one of which is coaching.

One of the most important developments in the field of organization in modern times is the increase in vital importance in human resources. More and more important is the worthy aspect of the human personality, especially in need of sex, distress group, and self-realization. This new resistance to human and humanization all over the world has in fact expanded the scope of applying principles of human resource management in organizations. The development of people, their problems, and the development processes of the whole organization are the main conditions of human resource

management (Pareek & Rao, 1992).

Trainers elite species sports often compare with corporate leaders on how they lead team identified four categories of behavior for successful business leaders: (a) task-oriented (planning, scheduling); External leadership (communication, networking) and (d) change orientation.

We can integrate coaching into strategy, processes, with a focus on improving employee performance. Then coaching becomes a natural part of how you do what you do, part of how you run your business. Being a coach (or mentor) is not about a kick but an afternoon routine. The result of the process is that employees are ready to share their experience and knowledge, take responsibility for themselves and their team, give and receive feedback, and ultimately grow personally. Coaching as a modern form of management and development of the company, a tool to increase business competitiveness.

The paradigm of coaching as a particular style of learning did not appear by surprise, but was synthesized as a result of rethinking progressive approaches in the fields of mentoring, business consulting and even psychotherapy. This technology helps the individual to develop and achieve new successes.

Coaching, as a kind of advisory support, appeared in the early 1980s and included the development of a special methodology for training athletes. Now the term "coaching" is widely known in all economically developed countries and is actively used in the field of human resource management and training. Coaching is characterized in a very diverse way, but the common thing is the emphasis on the process of partner interaction, on awareness of oneself and one's own capabilities, on the involvement of the individual in self-management. Specifically, this approach to coaching determined the feasibility of its implementation as a mechanism for organizing training.

Participation in the training gives confidence and reduces psychological stress when solving complex problems.

When determining the goals of coaching, you should use the standard SMART model, which will allow you to effectively plan activities, determine priorities, and distribute training time in accordance with available reserves.

As you know, the name of the model arose as an acronym for English words:

- Specific **S**
- Measurement Measurable **M**
- Reachability Area-specific **A**
- Realistic **R**
- Time-bound Time-bound **T**

In addition, in translation, one of the meanings of “smart” sounds like “smart, witty”, which very accurately meets the requirements of effectively formulated goals. To achieve a greater effect in the formation of practical skills in the development of the training program, the model of cyclic training. As is known, this empirical model consists of the following stages:

- Stage 1 (concrete experience) - there is an acquisition of concrete experience;
- Stage 2 (reflexive observation) - the listener analyzes the process in which he is a participant, observations and awareness are made;
- Stage 3 (abstract conceptualism) - abstract concepts and generalizations are formulated;
- Stage 4 (active experimentation) is the verification of generalizations and concepts in new situations.

The final stage of the training involves the final summing up and updating the importance of pedagogical training with elements of a role-playing game, which is designed to form such important professional competencies as the ability to organize and manage a process, interact with a group and ensure its internal communication, evaluate others and evaluate others see perspectives development and self-improvement opportunities. It is these personal skills and qualities that will allow students not only to successfully complete their internship, but also to fully realize

themselves in a professional environment in the future.

Thus, despite certain difficulties in introducing training technologies according to the style of coaching, their importance in innovative transformations of the learning process is obvious, which confirms the relevance of further research on ways to optimize the use of this technology.

Modern MBA programs and other post-graduate programs, especially those involved in the training of top managers and managing owners, have a number of challenges for the traditional system of business education.

One of the main differences between coaching and traditional training is the proactive approach. That is, from the point of view of temporal characteristics, coaching is mainly aimed at the future, the coach is interested not so much in the effectiveness of already built processes, but in promising results in a particular business. But very often the origins of future problems and results lie in the current state of affairs with the staff, its growth, retention, recruiting and adaptation. Therefore, the main focus of research in coaching is on current changes, on recognizing early warning signals, on emerging trends and bifurcation points (changes in the steady state of the system). Typically, a business coach deals with objects that are constantly changing over time, including initial conditions and assumptions. This is clear to anyone who has at least once encountered old budgets or other forecast documents.

This is why the outcome of each specific coaching during each working session cannot be foreseen. With traditional business education and the format of the program, and each block of training is determined in advance. They are based on already known facts and ready-made solutions. The teacher's task is to prepare and transfer a certain amount of "sacred" knowledge to the student's head. During coaching, a priori, equality of the parties is assumed.

From the point of view of the organization of the process, coaching is, first of all, exclusivity. It is inconceivable without the deepest personal communication. At the same time, it should be noted that in addition to individual coaching, its group format is also distinguished. In this case, the coach should combine group classes with individual counseling for each individual student to the maximum. Yes, in the case of

business planning, everyone is supposed to have their own business project. And the goal of the coach is to jointly bring each business plan to a highly professional product with the help of practical tasks, expertise and consulting. We also note that the full use of such formats as "brainstorming" and a business game is possible only during group coaching. Socrates led his fellow students to the truth through dialogue: he asked a general question, having received an answer, he asked the next clarifying question, and so on until the final answer. Therefore, the coach's favorite thing, according to the initial idea, should be a constructive targeted dialogue, its moderation.

The fundamental novelty of this method and its advantage in personnel management lies in the fact that it helps to discover and further develop new abilities and skills in employees that will influence the strengthening of their competencies. Coaching does not work with the revealed potential, but with its reserves, while focusing its activity on increasing the efficiency of the employee and nurturing his leadership qualities in him.

According to the International Coaching Federation (ICF), coaching in work with personnel helps to achieve the following indicators:

- increased awareness - by 69%;
- a more balanced life - by 65%;
- setting more ambitious goals - by 63%;
- reduction in stress levels - by 54%;
- greater self-confidence - by 53%;
- discovering more potential in oneself - by 53%.

However, despite the effective impact of coaching, there are certain difficulties associated with the introduction and maintenance of coaching in domestic enterprises:

- 1) lack of experience of cooperation between the manager and the coach;
- 2) distrust of subordinates in the effectiveness of coaching in the enterprise and, as a result, resistance to its implementation;
- 3) the manager's fear of losing respect among his subordinates and, consequently, authority due to their possible expression of criticism of his decisions or actions;
- 4) the rootedness of traditional views on the status of the head in organizations

(the head is always right or the final decision should remain solely with the head, etc.);

5) resistance on the part of the staff as a result of the lack of proper motivation to change the level of productivity of their work.

Therefore, in the current conditions of new socio-economic challenges for business organizations, the topic of coaching is becoming important, contributing to the spread of new approaches to personnel development.

There is a need to search or “educate” within the organization such managers who can achieve their goals more effectively in conditions of economy; in addition, such managers must find, promote and implement new ideas and solutions that can improve the internal environment of the enterprise and the resulting performance indicators. One of the methods to improve the effectiveness of managers is to conduct coaching sessions to identify and solve problems of a psychologically personal nature, as well as problems of the functional subsystems of the organization. Formulation of the problem. The purpose of the study is to determine the possibilities of coaching as a method of personal development, including increasing the level of self-organization of managers of commercial organizations.

Coaching is defined as a tool, a system of methods aimed at the implementation of personal and professional development. Coaching differs significantly from counseling, psychotherapy, training and mentoring (although the last two have much in common with coaching in terms of personal development and professional competencies). The subjects of interaction in coaching are the coach and the client. As a rule, the coach has competence in the fields of psychological and managerial sciences. Coaching sessions can be aimed at solving various problems, which are differentiated depending on the client's requests, and therefore, the appropriate type of coaching is selected: 1) external or internal; 2) coaching for top-level managers (Executive Coaching); 2) life coaching (Personal/Life Coaching); 3) group coaching (Group Coaching); 4) specialized coaching (Speciality Coaching); 5) business coaching (Business Coaching). Self-organization from the point of view of psychological sciences is one of the important properties of an individual, an essential feature and component of character.

The terms "organization of the personality" and "self-organization of the personality" are used to describe various properties, qualities, processes and states, in particular: 1) volitional and motivational sphere; 2) attention; 3) activities; 4) self-regulation of behavior; 5) the ability to properly use abilities and character traits); 6) the existing professional status acquired in the competence of the individual.

In our study, the self-organization of managers should be considered as:

- 1) dynamic property of personality;
- 2) the ability to mobilize internal and external resources;
- 3) the ability to manage time and task parameters (quality, composition, degree of fulfillment as of a certain time, etc.);
- 4) the ability to make adjustments to activities under the influence of changes in the external environment;
- 5) the ability to plan and properly organize activities, taking into account events.

Self-organization of employees of the enterprise management apparatus is an integral and significant component of their personal effectiveness. The growth of the level of self-organization of the individual is ensured through the implementation of the conditions of personal development. It is coaching that is a psychological and managerial method, a specific technology of interaction between a coach and a client (a top manager or a manager of another level), which makes it possible to identify the need for internal changes, determine the direction and mechanisms for implementing such changes, develop abilities, increase the level of self-regulation of behavior, etc. What distinguishes coaching from other methods of personal development lies in its focus on action, the identification of opportunities and benefits, and the critical importance of measurable results. The last feature of coaching is key in assessing the growth of personal effectiveness of managers.

In the modern practice of the activities of domestic and global companies, personnel is one of the most effective tools - management (target management), which allows to achieve the strategic goals of the company's development. Employers today have a clear idea of the value of the staff, its place and role in ensuring the success of the company. Managers and business owners understand that the success of a company in the market is a permanent and dynamic state, which can be consolidated and prolonged only through constant innovative changes (technological, product, marketing, social, etc.), the source of which is the staff.

In modern conditions, personnel are an asset that forms the value and value of the company and business. Owners and HR managers understand that increasing the value and value of a business is possible primarily by increasing the value of personnel, which can only be achieved through training and the formation of favorable socio-economic and psychological factors for the participation of personnel in the company's activities. The global trends are the implementation of a set of professional and personal goals, focusing on creating a professional team environment, unlocking the potential and involvement of each employee. Effective personnel management requires an understanding of each employee of the overall vision of the company, its brand and reputation component, diagnostics and increasing the performance of each team member on the principle of "support - return".

In most enterprises, HR managers work as team leaders, but with varying degrees of effectiveness, as evidenced by employee turnover rates, achievement of strategic plans, communication problems in creating a friendly and stimulating environment, team conflicts. It is necessary to ensure growth, invent and implement elements of excellence in personnel management, tools to deal with conflicts, stimulate creative and innovative activities, and create coaching teams. Unfortunately, in the strategies of many enterprises there is no system for introducing coaching technology. The problematic aspects include: lack of understanding of the specifics of the activities of coaches, unwillingness to invest in the development of their staff, low level of communicative interaction with subordinates. It is necessary to develop a "road map" for implementation, a number of motivational factors, career benefits for the employee

and indicators of financial and economic activity.

A survey of American companies showed a significant interest in management in training and improving the level of professional competence of staff. The most popular means and forms of training in modern Western practice are: assessment and analysis of testing the results of staff training; products and systems for audio and web conferencing; improving business skills through a system of coaching and consulting; certification of staff skills; updating and updating the design of course programs of study; mobile and online learning tools; talent management tools and systems

On average, each employee of American companies spent 55 hours a year on training (at the expense of employers). At the same time, in the structure of training services provided to company personnel, about 25% were services from managers, executives and leading specialists of companies that provided professional advice, assistance and orientation of personnel in the range of their professional tasks. That is, about a quarter of the training content provided in US companies was coaching forms and tools. The least common forms of personnel training today in world practice are still methods based on artificial intelligence, virtual and augmented reality (Augmented reality).

Quite actively in recent years, companies have been using various forms of webinars, advanced training, online training platforms and advanced training of employees. However, such measures are inherent in large and medium-sized businesses. In most small businesses in Ukraine, personnel costs are limited to wages and mandatory social protection, and activities aimed at improving the professional competence of personnel are implemented using the financial resources of employees.

Quite popular in foreign practice are technologies for combining forms, methods and training tools in a single system of personnel training (Learning management systems - LMS). The system of personnel training methods includes a set of various methods and tools focused on its active development and active implementation in the process of searching, developing, implementing and implementing management decisions. One of the most popular and effective personal training tools is coaching. Based on psychological management technologies, coaching is now used as a tool for

socio-psychological and professional mentoring by the employer (leading specialist), which helps the employee achieve the goals set by revealing the creative and professional potential of the worker, his ability and desire to generate and implement new ideas in accordance. to the mission and development strategy of the organization.

Erickson International Coaching University complements this definition in the following content: "it is a professional partnership with a client, focused on creative provision and implementation of special, significant changes in his life in his personal and (or) professional environment."

The modern realities of rapid changes in the business environment expand the possibilities of coaching as an adaptive management tool, opening up alternative opportunities and the ability to create innovative products (processes, assets, solutions) necessary to ensure the company's leadership and competitiveness in the market. Coaching contributes to the formation of new skills of adaptive personnel management, which form the prerequisites for effective teamwork, partnership, increasing the organizational efficiency of the company and personal satisfaction with one's own work. According to international experts, companies that used coaching in their practice turned out to be better prepared to quickly adapt to market conditions, strategic organizational changes and manage personnel priorities. The International Coaching Federation and the World Institute of Human Capital have identified the following characteristics of the modern coaching culture: its value on the part of staff and managers; using the help of professional coaches; the presence of a separate line in the company's budget to finance coaching measures; equal access of company personnel to coaching; unity of the coaching system (internal, external, personnel management system of the organization).

Modern coaching technologies are based on a combination of socio-economic and psychological methods of influencing staff, in which the basic settings for assisting employees in solving professional problems appear as starting points:

- 1) the worker has all the necessary opportunities and resources to successfully achieve the set goals:
- 2) the employee has incentives for self-development and self-realization, clearly

define and designate a helping coach;

3) the company's staff strives for comfortable relationships in the workplace, the basis of the psychological microclimate is the desire for positive changes and trends necessary for each employee;

4) the conditions and factors of labor activity are constantly changing, becoming more complex, the pace and intensity of labor activity are significantly increasing, which requires a clear understanding of the directions of action and the effective use of all the resources available to a person.

Coaching provides an opportunity to understand and evaluate one's own limitations and capabilities, allows one to analyze behavior and attitudes, which contributes to the vision of ways to increase the effectiveness of one's activities. The systematization of theories, methods and forms of the modern practice of coaching made it possible to determine its key characteristic features.

Based on the essential features and content of coaching, its main goal can be to determine the orientation of employees towards the effective implementation of tasks and increasing the effectiveness of labor activity, promoting the implementation of the company's development goals in the context of disclosing the individual and collective labor potential of the company's personnel. The driving force behind coaching is an organic and harmonious combination of the goals of companies and personal goals of self-development of an individual employee and staff as a whole, which forms the prerequisites for ensuring an effective mechanism for social and labor relations, increasing the efficiency of management and business. Today, personnel is a resource for business, personnel is the main driving force of competitiveness, a source of formation and implementation of successful ideas and projects, a unifying link between economic, social and innovative factors of production, the main element in ensuring the strategic development of the company. At the same time, in modern practice, trends are emerging in which the main business processes that take place as a result of the company's economic activities in modern conditions form resources for self-development and self-realization of the employee, which gives a powerful synergy effect and is useful for all participants in the social and labor relations of the business.

Coaching, as a modern type of adaptive personnel management, focused on unlocking the creative and professional potential of an employee, is based on the following key principles:

- target orientation and focus on future success (analytical assessment of past experience, mistakes while simultaneously focusing on the successful solution of future goals and objectives);
- a systematic approach (taking into account the individual characteristics of the worker, a holistic picture of his personality, all life positions that affect professional development and the implementation of goals);
- resourcefulness (the coach proceeds from the assertion that the client has all the necessary resources and opportunities to achieve the set goals);
- complex socio-psychological and professional orientation (changes in views, ideas, perceptions cause changes in real actions, decisions, behavior of the client);
- development of personal, business and professional consciousness, which forms the basis for further self-development and self-realization as a person as a whole and within professional activities;
- using the principle of partnership, which encourages clients to maximize their personal and professional potential.

In order for the coaching process in the company to achieve the goals of personnel development and contribute to the continuous process of improving the effectiveness of adaptive management as a whole, it must follow a number of rules:

- 1) the presence of constant and effective feedback from employees (assessment of the results and achievements of personnel, constructive advice and stimulation, appreciation and recognition of success, contribution to the common cause, the needs and importance of the work of employees);
- 2) formation and development of corporate culture, culture of feedback;
- 3) determination and permanent system for assessing the experience, professionalism, business skills of employees, identifying trends in their changes and improvement, expanding the scope of professional responsibility and authority of

employees, which allows them to reach a new level of performance of tasks and show their abilities and realize their potential;

4) a high level of openness to the staff (creating opportunities for employees to convey their opinion to managers, responding to the vision of solving professional problems on the part of the company's personnel, implementing the principles of respect for the personal opinion of employees in terms of solving the tasks and prospects for achieving the goals of the unit (branches) / company);

5) an effective system of personal and corporate motivation for participation in the learning process (retraining, advanced training, improvement of professional skills and competencies) within the framework of a single inclusive social and corporate culture of the company;

6) assistance, counseling, consultation, psychological and professional orientation towards solving the tasks set, outlining possible paths to success, which will form the employee's ability to solve problems himself;

7) maintaining a positive and a clear vector for productive work in identifying mistakes and failures, assistance in analyzing situations and identifying opportunities necessary to successfully achieve the goals set;

8) accounting for personal goals and motives of the personnel; assistance in visualizing personal interests, incentives and prospects for self-development of an employee, which should become an element of a single system for achieving the success of the company's activities and business development in general.

Modern theories and practices of coaching are formed under the influence of a significant number of dynamic factors in the development of social life, the professional activities of staff, behavioral management theories, business environment factors and other factors that actively change the perception and behavior of a person. The processes of transformation of public consciousness, self-recognition, the formation of value orientations of employees today form challenges for HR – management and specialists accompanying the process of training, education and professional adaptation of company personnel. Coaching as a tool for managing a company's personnel should be oriented towards future trends, changes and

requirements. The prospects and constant development of the means, tools and levers of coaching today is a necessary condition for the professional activity of coaches. In modern practice, certified coaches use a significant number of tools, the main of which are: single, double and triple loops, the fraction, the declared theory of actions, 16 basic desires according to Rice, the system of basic questions, communication methods (“strong questions”, communication), methods of facilitating learning and obtaining appropriate results (stimulating consciousness, designing actions, setting goals, managing progress and responsibility), etc. All of them are aimed at achieving a performance indicator through the disclosure and maximum realization of the personal and professional potential of the employee.

One of the main goals of coaching in the personnel management system is to organize the work process so that the subordinate approaches the manager with possible options for solving problems, is proactive, involved and motivated. In connection with the production need, companies change the requirements for the competencies of employees, which also implies a change in the managerial competencies of the manager, including the use of basic coaching skills in work.

In modern conditions, the personnel management system requires dynamism, constant accumulation of intellectual capital, therefore, coaching is aimed at creating conditions for the development of the personal and professional potential of an employee, forms the prerequisites for increasing the level of independence, responsibility and initiative of the organization's personnel, helps to successfully complete current and strategic tasks, achieving goals. Coaching is a tool of corporate management culture based on the principles of trust, partnership, teamwork, creative way of thinking, individual and overall professional success of the company's staff.

Through the use of a set of moral, socially responsible, reputational, psycholinguistic and innovative management methods, tools and technologies, coaching in the personnel management system of companies provides the following results: 1) develops the ability of personnel to work for results; 2) forms a powerful personal and professional individual and collective labor potential of the company; 3) provides an effective system of motivation and commitment to the corporate culture of

the organization based on common values; 4) provides assistance in the professional and career growth of employees; 5) contributes to the formation of a single team, the development of social and professional ties of the team; 6) forms the prerequisites for personal growth, professional growth, balance of individual and work life of an employee, going beyond real and potential limitations, improving the quality of life based on achieving a harmonious state of a person and a team as part of the organic solution of personal and professional life tasks.

3.2. Indicators for assessing personnel management

In a changing external environment, the personnel of the enterprise must ensure the highest possible level of stability in the functioning of the enterprise. Ensuring this segment of management is ensured by the maximum use and implementation of all real and potential capabilities of employees. It is for the purpose of capacity development and personnel management that it is advisable to use coaching, since it ensures the ability of employees to independently make specific management decisions using their skills, knowledge and practice.

Focusing on the ability of an employee to independently realize their abilities, knowledge, and opportunities has led to a significant interest of scientists, as evidenced by a variety of methods for assessing the potential. However, there are practically no methods for evaluating the means that contribute to the realization of potential. In view of the fact that the main purpose of the work is to evaluate coaching, we have proposed a system of criteria for evaluating the effectiveness of coaching as a tool for developing the potential of an employee, manager or owner of an enterprise.

Considering the fact that employees are the most important factor in the development of an enterprise, owners and management should contribute to the development of potential opportunities and retention for a long period, which should be consistent with the long-term development strategy of the company. In general,

ensuring the development of all opportunities is aimed at studying the problems of their formation, use and evaluation. However, in order to assess the capacity development tools, namely coaching, it is first advisable to establish the content and economic nature of the employee's potential.

In the work of K. M. Shilo, the potential is described as hidden opportunities. Potential is seen as a source of opportunities that can be put into action and used to solve a variety of issues. That is, the possibilities of an individual, enterprise, society that have not yet been in demand or have been in demand in a segmented way. The potential is a generalized characteristic of resources, tied to space and time.

In close relationship is (and identified by some authors with the concept of personnel potential) - labor potential. Yes, the working potential is the predicted integral ability of a group, collective, enterprise, able-bodied population to productive labor professional activity, the result of which is newly formed spiritual and material values. The labor potential determines how the existing and prospective labor opportunities, determined by the number, age structure, professional, qualification and other characteristics of the personnel of the enterprise, in our opinion and from the point of view of the use of coaching, educational, qualification, labor and personnel potential are combined in one direction, which provides personnel development and determines the labor opportunities of the employee.

So, as you can see, an employee can develop in different directions. Taking into account the study of the factors of using coaching in the enterprise, a system of indicators is proposed that take into account the impact of coaching on the development of the employee's potential and determine the effectiveness of coaching.

The level of coaching is proposed to be calculated by taking into account the level of influence of the main areas in which the development of the employee is carried out to the key level of coaching effectiveness:

- personnel (qualification-professional, career, labor) development;
- organizational and managerial development;
- creative (innovative, creative) development;
- social development (spiritual, moral, cultural qualities, personal needs, self-

realization);

- value-motivational development (financial, material wealth, self-motivation). position of coaching, personnel development is understood as the awareness and planning by the user of coaching of a future career, possible ways of its development, career advancement, development of skills and professional qualifications in specific socio-economic conditions.

Based on this, the first group consists of indicators of personnel development.

1. Indicators of personnel development of the coaching user. To determine the effectiveness of the impact of coaching on personnel development, it is advisable to evaluate the following indicators:

1.1. Career level. In the practice of enterprises, there are three types of career development: vertical, horizontal and centripetal. The most used is vertical, which involves raising an employee in a hierarchical structure to a higher level.

1.2. The level of professional and qualification growth. This indicator reflects changes in the professional and qualification characteristics of an employee.

1.3. The level of implementation of plans for career and coaching development of employees reflects the characteristics of the organization's intentions regarding the development of employees in the personnel direction.

2. Indicators of organizational and managerial development. Organizational and managerial development is understood as the ability of employees and managers to improve the process of managing the structure of an organization and ensure the effective use of such categories as authority, responsibility and delegation. Organizational and managerial development contributes to employees in changing their positions in the organizational structure of management in the direction of moving up vertically with a vertical division of labor. It is important for management to ensure this development, taking into account the fact that it allows to implement high-quality execution of powers, increase the level of responsibility of employees and carry out the process of delegation of powers. Organizational and managerial development determines the role of an individual employee in the efficiency of the enterprise as a whole. In order to assess the impact of coaching on organizational and managerial

development, it is advisable to take into account the following characteristics: the ability and ability to organize a team; objectivity in assessing subordinates; the ability to imperceptibly and effectively supervise work; the ability to delegate authority and distribute responsibility; the ability to properly distribute staff; the ability to create the necessary social climate; the ability to listen to the opinions of others, etc.

Organizational and managerial development reflects the impact of coaching on the behavior of managers in the organization, but at the same time allows employees to change the position of performers to managers.

To determine the level of organizational and managerial development, the following indicators are proposed:

2.1. The level of managerial workload. Displays the number of employees (workers, professionals and specialists) who are subordinate to one head of the structural unit

2.2. The level of compliance with the position held and management style. This indicator allows you to analyze, or meet the professional qualities, skills, knowledge of the personal managerial qualities of the employee of the position.

2.3. The level of rationalization of activities allows you to establish how, thanks to coaching, the company increases compliance with regulatory documents, rationalization of managerial and production activities.

2.4. The level of functional interaction reflects information about the interaction between the structural divisions of the enterprise and their management, from the standpoint of performing the functions assigned to each of them, avoiding their duplication.

2.5. The level of labor discipline allows you to establish the attitude of the employee to the conditions and content of labor, in general, to the work performed, employees and customers.

3. Indicators of the social development of the coaching user. Social development is considered as changes for the better in the social environment - in those material, spiritual, social conditions in which the employees of the enterprise work, live with their families and in which the distribution and consumption of goods takes place,

objective connections are established between individuals, they are expressed morally - ethical values.

Ensuring the development of the social pleasure of the employee, the coach motivates him to increase the efficiency of work for the benefit of the enterprise. This group will include the following indicators:

3.1. The level of self-realization reflects the part of employees who have realized their potential through employment at the enterprise where they work.

3.2. The level of cultural development determines the interest of the enterprise in the development of the cultural life of employees.

The level of social responsibility to employees determines the satisfaction of employees with the state of social security.

3.4. The level of psychological comfort reflects the relationship between employees, the attitude of management to subordinates and subordinates to management and, in general, information on the creation and development of an enterprise management culture.

3.5. The level of satisfaction with the conditions for the development of activities. Determines the ability of employees to realize their potential, depending on the degree of satisfaction with the conditions in which they carry out their labor activity.

3.6. The level of consistency between professional work and personal life. Shows the degree of compliance of the work performed with the personal arrangement of the worker's life.

4. Indicators of creative development. This group of indicators allows you to determine how coaching affects the employee's ability to generate new ideas, make non-standard managerial decisions, and increase independence in solving specific production and economic problems. The following indicators belong to this group:

4.1. The level of creativity in decision making. The use of coaching in the activities of employees allows employees to more confidently express their positions in relation to solving the problem.

4.2. The level of variability in problem solving determines the ability of the coaching user to offer many options for solving the task assigned to him.

4.3. The level of initiative of the coaching user allows the coach to establish the characteristics of the coaching user in terms of his activity, that is, the measure of providing the tasks to be performed with his own ideas.

5. Indicators of motivational and value development. The motivational-value factor is one of the factors contributing to the increase in the activity of the behavior of the employees of the enterprise.

The behavior of an employee is a set of conscious, socially significant actions due to the position held, that is, an understanding of one's own functions. The effectiveness of coaching activities is manifested in the fact that employees fulfill their duties responsibly and, for the sake of the interests of the enterprise, are able to go beyond their immediate duties, making additional efforts and showing their activity. It is possible to increase the activity of labor activity with the use of various motivational factors. Taking into account the motives of the employee's activity, the use of coaching predetermines the growth of the level of satisfaction of needs in the opposite direction, i.e. under the influence of coaching, the employee satisfies the needs of self-expression to the maximum, which contributes to an increase in the degree of his participation in the activities of the enterprise.

Stimulation of employees is the main means of promoting their development. The use of motivational proposals at the enterprise mobilizes the potential of employees, ensures their professional development, and contributes to the growth of individual performance. In order to ensure the effectiveness of the use of incentives and motivate employees before development, it is necessary to constantly monitor the state of the existing motivation system at the enterprise, therefore, this group includes the following indicators:

5.1. The level of satisfaction with the financial and material plan for the motivational development of employees allows the coach to establish the characteristics of the coaching user from the standpoint of material interest in development.

5.2. The coach establishes the characteristics of the coaching user from the position of non-material interest in development.

5.3. The level of self-motivation. Motivation is one of the important management functions in the enterprise. By applying various incentives and motives, managers can increase the activity of the employee's labor activity, however, recently the well-known method of "carrot and stick" has increasingly become ineffective, since employees work so minimally that they do not get a "stick" and ensure that they receive a "carrot", therefore Relevant is the search and evaluation of new methods that provide self-motivation of employees.

6. Indicators of the effectiveness of coaching communication. The level of coaching depends on the basic skills of the coach and general factors influencing all participants in coaching communication, therefore, a group of indicators that determine the level of influence of these factors has been additionally identified. The indicators of the effectiveness of the coaching implementation process are the following indicators:

6.1. The level of achievement of coaching goals, since we have established that the main task of coaching is the setting of goals by the employee and the choice of ways to achieve them.

6.2. An analysis of the factors of effectiveness of the use of coaching determined that the basis for making a decision on the advisability of using coaching is the ability of an employee or manager to independently evaluate the effectiveness of their activities. Very often, at enterprises, managers face the problem of correctly notifying employees about the negative results of their work for the analyzed period, at a time when an objective assessment allows establishing not only shortcomings, but also positive criteria for an employee's performance. The ability for self-assessment mobilizes the activities of employees in the direction of increasing the effectiveness of their activities.

The ability to self-evaluate is an advantage that must be consciously used at the right time, and not when the employee is almost at the final stage of performing a specific task. The self-esteem indicator allows you to overcome the obstacles that hinder the development of the employee.

6.3. The implementation of coaching accompanies the implementation of certain

organizational changes. In view of the fact that employees usually act in defiance, it is advisable to take this factor into account when evaluating coaching as the level of resistance to coaching changes.

6.4. The introduction of coaching into the quality training of employees is associated, first of all, with the main technique that is used in this case, namely, the technique of asking questions. That is, workers in advance know that they will be evaluated, monitored and stimulated to do something new. Therefore, it is very important to establish a communication process between employees, managers and coaches, which will allow in an unobtrusive atmosphere to explain the benefits of coaching. To do this, you need to take into account the level of communication between the participants in the coaching process.

6.5. One of the goals of coaching is to be able to provide a certain level of agreement between the coaching user and the coach. This indicator measures the ability of the coach to perceive the point of view of the coaching user on solving a specific problem. It is especially important to establish a level of understanding in the case of the task of providing the coaching process with an internal coach, since very often managers work under the scheme that their solutions are the most effective and it is not worth spending time and money to try certain options suggested by subordinates.

Thus, to assess the impact of coaching on the activities of an enterprise, a method is proposed for assessing the level of effectiveness of the use of coaching in an enterprise, which allows you to determine the current level of use of coaching based on the assessment of six groups of indicators (personnel development of the coaching user, organizational and managerial development, social development of the coaching user, creative development, motivational and value development, performance indicators) in order to realize the potential of employees. The proposed indicators will allow owners, HR managers and coaches to introduce ways to improve the effectiveness of coaching.

3.3. Reputational concept of sustainable development team building

The current period of socio-economic development is characterized by disproportion and instability. The global crisis is of a systemic civilizational nature and has revealed the contradictions that have accumulated over the past decades. The development of mankind began to acquire a crisis character. Not only unexpected financial crises, economic decline, bankruptcies, rising unemployment, declining incomes, economic failure of entire countries, but the destruction of culture, moral degradation, increased protest moods have become signs of modern development. Predatory use of resources, focusing exclusively on current consumption limits the rights and opportunities of future generations, leaving them no choice of way of life. Consequently, modern humanity leads a way of life that does not allow continuing to live even in today's conditions for the next 100 years. The objective development of society determines justice as the main condition for the survival of mankind and a well-established civilizational progress. Under these conditions, the problems of ensuring fairness and sustainability of socio-economic development come to the fore, require urgent theoretical understanding and practical solutions.

In search of an answer to today's challenges, humanity does not have the reserves for maneuver that previous generations had - a globally connected world does not allow anyone to single-handedly use the entire civilizational potential and be transported to "other worlds" where you can ensure a happy life for yourself and your descendants. This is evenly recognized by the world elites, but not by the bulk of the population. There is no reputational concept of building a global sustainability team.

In the current market situation, the creation and management of business reputation is an important strategic asset, what related with the growing importance of creating competitive advantages of the company due to intangible assets, due to the increasing importance of non-price competition, when the role of personal connections, direct sales, knowledge and trust of customers becomes the guarantor of successful work. reputation management, as an important direction in the formation of intangible assets, also determines the company 's capitalization. Business reputation is

capitalized around the world and becomes one of the key factors in the value of the company, its financial indicators, sustainability and stability development, competitive advantage, and reputation management moves from zones responsibility department, responsible for public communications, in zone direct management, in functions driver 's hand companies.

A positive reputation is justified not only economically, but also strategically. Development of the reputation of companies acquires especially important meaning in conditions formation of interregional economic integration as a strategic resource for sustainable economic growth. Programs to promote the image and build the reputation of the country, regions, cities, companies in the modern world can and should be developed and implement with using tools marketing through well-coordinated communication activities.

The value of a positive corporate reputation composed in creation next advantages:

- additional psychological value (confidence);
- risk reduction consumers;
- choosing between functionally similar goods;
- satisfaction employees;
- influx of qualified personnel;
- increase the effectiveness of advertising and sales;
- promoting the popularity of new offerings (goods, services);
- warning competitors;
- access to receiving more quality professional services;
- chance for a repeat try;
- promoting collection facilities on the stock market;
- increasing returns on trading operations;
- guarantor of efficiency in the conclusion deals.

negative reputation may be introduced threat for company life:

- of the head believe that analysts of the securities market do not love them

company and underestimate price her shares;

- journalists give special Attention companies with bad reputation, even worthy deeds may be accompanied mentioning old flaw;
- consumers relate with caution to quality companies with poor reputation
- bad reputation not promotes moral optimism from employees.

Reputational communications should be lined up in compliance with principles transparency, openness and readiness to direct dialogue. Communications are being built on the basis platforms corporate brand, which includes in myself positioning, uniqueness, mission, vision, values, slogan and corporate identity.

At developing reputational programs necessary take into account that reputation is a reflection all activities organizations. Strong economic results, positive image and impeccable reputation on the one hand and loss of trust on the part of partners, investors, analysts, competitors, customers and other stakeholders. This indicators efficiency leaks business processes in organizations. Efficiency activities companies founded "on the optimal proportions use factors of production logical and marketing relationships, joint and several liabilities all elements chains values behind competitiveness of products, joint participation of partners in the development process systems in conditions changing external environment. Such a company is characterized by harmonious production high-quality products and services that meet the standards and exceed the expectations of corporate audience.

According to experts, these groups have different experience and different motives in relation to a particular company. Before committing purchases consumers determine for what them necessary that or other service. They are always "acquire" at organizations Benefits and decision their problems. Type relations, which the company tries to establish with corporate audience groups can have a big impact on the perceptions (image) that the organization causes at of people, and on the them conformity values personality.

When correcting the image, it is necessary to influence on the the whole complex factors providing influence on his formation. Image, representing a set of beliefs and feelings associated with organization, today from politicians in areas design or the

identification system turns into total communication, therefore, changing the corporate identity of the organization in the process of adjusting the image leads to a very insignificant effect, t. to. she is is an Total only visual embodiment corporate image to which organization, if image companies lends itself modeling, then reputation can only manage.

Managers may try to influence people's opinion of the organization, but they cannot change a person's individual values. Therefore, in order to improve the reputation, it is necessary, first of all, to form a corporate image of the company and manage it through an accurate understanding of the objectives of the communication policy and its comprehensive implementation in a highly competitive environment, striving to match the image of the organization with personal values;

For ensure desired image as background reputation, the organization must manage the internal and external communication factors that influence its formation. Internal factors influencing the formation reputation:

- the leading role of the manager (and his functions);
- mission and vision;
- strategy;
- organizational structure;
- resources;
- control technological processes and processes fulfillment _ works;
- corporate culture;
- corporate identity;
- communications;
- product quality and services.
- External factors affecting the formation of reputation:
- the image of the country;
- brand image;
- industry image;
- professional values;
- image of marketing intermediaries;

- activities of competitors;
- previous experience with company;
- the image formed in the minds of employees;
- the image formed in the representation of external target groups;
- oral informal communications (popularization).

These factors act in quality regulators behavior employees and consumers and are reflected in their minds primarily as evaluative phenomena, guiding on the then, in which measure can cooperate with firm, an in which — undesirable.

Diagnosis of the real state of image factors and their assessment importance for targeted audiences allows reveal imbalance. Their adjustment will help to improve the image, which maybe turn into in positive reputation in case, if the image of the company corresponds to the ideas and expectations of the corporate audience, which, having confidence in the company and being confident in reliability last, will seek render her support, what in my queue will attract to organizations new client tov, strengthen her position on the market and affect on her capitalization.

The reputation program includes adaptation and refinement basic parameters in accordance co specificity, tasks and scale business; drafting reputational matrices; identification and fixation of the initial states of reputational parameters; planning necessary action in framework reputational space; development criteria estimates given activities; determination of frequency and reporting formats. Communication as a primary component of the reputation formula serves as a tool for conveying filtered information to target groups.

An important factor in the formation of reputation is time. Reputation can serve as a source of competitive advantages and additional benefits only if it is long-term. Dynamics reputational status is different asymmetry: as rule, process rise to top going on successively and gradually, and the fall can be sharp and very noticeable, if not catastrophic, for business.

Reputation sustainability as intangible asset is a potentially dangerous factor for the sustainability of the business in the long term. Tem not less research shows that organizations that are leaders in reputational ratings in framework their industries, with

greater probability save achieved leadership in flow long period of crisis . Thus, the process of managing a reputation space is quite complex both in terms of the content of decisions made and implemented, and in terms of the presence of a system of developed internal communications. This determines the complexity of the managerial structure of the company's business reputation in combination with the isolation and specificity of the field of activity of managers.

Going through a severe financial crisis, most companies, realizing the complexity of the structure of the risk management system, actively search for solutions and undertake certain actions to form reputational assets, while management distributes resources not in benefit management corporate brands and reputation. In the current crisis conditions, the assessment and analysis of the risk of loss of business reputation acquires an independent theoretical and applied value as an important part of the theory and practice of management, since management decisions are not always made correctly. With the least losses from crises come out those organizations, which, besides material and financial assets, in his activities lean on the available they have "intangible" resources: positive, emerging business reputation for years, own strategy for passing the crisis period, stable business relations useful for the functioning of the organization, a close-knit, trustworthy team.

Undoubtedly, risk to varying degrees is almost always a concomitant element of business. Reputational risk (risk of loss of business reputation) is the risk of losses for the organization due to an unfavorable perception of the image by customers, counterparties, shareholders, business partners, regulatory authorities. Most often, the term "reputational risk" is used in the banking sector, but the specifics of today's business conduct indicates the transformation of exceptional cases in the banking sector into a daily reality of their growth in the activities of all enterprises and organizations around the world. The dynamics of changes in economic processes makes it unacceptable to ignore risks in management activities and a prerequisite is to take into account the likelihood of their occurrence when building business processes and forming the company's business reputation.

For this purpose, the development of the main directions of the organization's positioning and strategy, its promotion in the market, the development of a corporate style, including a logo, slogan, and representative products are being carried out. Another area of reputation management is the creation of a corporate code of conduct. Regardless of whether the company pays attention to the formation and management of the image, it will always take place - positive or negative. But in no case should one allow spontaneous development of the image, especially during a crisis. When forming a strategy, all technologies must be original and flexible. It is better not to use the achievements of others, as this will only hurt. An important factor in the formation of the image is also compliance with all modern trends and global growth prospects.

The creation of anti-crisis structures involves the development of a philosophy, mission, values and culture as a concept for strengthening the company's image in difficult times, models of attractive behavior and a specific program of action in case of force majeure. And the midge of an organization is its image, formed in the minds of consumers. That is why the image is a subjective concept. The image is formed after any relationship with the company, at any mention of it in a specific context. If there is a positive opinion about the company, this will help attract new customers and partners. Reputation is the assessment of a company by an average user. This is the name of the organization, its reliability, the quality of the services or goods provided, that is, everything that has formed many years of experience and existing information.

Many years of experience of image and reputation management agencies have shown that thanks to the analysis and control of the company's activities, constant monitoring of opinions and references to it on the network, it is possible to effectively manage both reputation and image. It is necessary to develop standards of corporate behavior, various measures to promote products mainly in the online segment, which will make them more accessible, prestigious and competitive.

In conditions of instability and a threat to health and life, other behavioral structures are needed between employees, behavior patterns of employees with clients, measures to create a corporate spirit of the company, which, together with other

organizational actions, is the anti-crisis basis for building a brand and business reputation of the organization.

In order to minimize reputational risk, it is proposed to use the following:

- creation of an internal regulatory framework to eliminate conflicts of interest between employees and clients
- strengthening the role of the mission, values and corporate culture as a vector of communications and behavior of the company's employees, the basis for introducing changes in the business, creating a brand;
- analysis of the influence of reputational risk factors (both in aggregate and separately) on performance indicators in general;
- reengineering of the format of broadcasting the mission of values, tasks and achievements from the owner and management to employees, namely the channels and tools that make up the internal communications system;
- carrying out the segmentation of personnel and the base of age and professional parameters.

Every company faces the problem of reputational risks. But in order to prevent such situations in time, it is necessary to predict the situation in time, diagnose and analyze risks and work out the negative. It is always necessary to build a dialogue with the dissatisfied and publicly emphasize who made a mistake, why and how the company is working to eliminate the problem. The role of business, especially large corporations, in the implementation of the sustainable development strategy is of a dual nature, due to their economic and political power, as well as the goals of their activities. The focus of companies on profit maximization contributes to unlimited economic growth by expanding operations that involve a growing amount of resources and pollute the environment, is not consistent with the solution of social problems and objectively contradicts the "sustainability" of development. Through its activities, business, primarily transnational, stimulates the acceleration of globalization processes. International trade in environmentally hazardous products and the transfer of production to regions with more favorable economic and political conditions for them in order to minimize environmental costs, worsens the state of the environment in the

host countries. The use by corporations of differences in environmental and investment legislation between developed and developing countries increases environmental disparities between countries. Savings by transnational corporations (TNCs) on costly environmental investments in less developed countries are exacerbated by opportunities to seize and privatize land and resources through trade and investment agreements. Aggressive methods of advertising and promotion of goods on the market contribute to the spread of the concept of limitless expansion of consumption.

The strengthening of economic power is accompanied by a weakening of the state's ability to influence TNCs due to the lack of complete information about their activities in individual countries and the impossibility of exercising full control. Vice versa, monopolization by companies of many areas of activity, in particular the media, has a significant impact on the formation of national policy.

Huge political influence as a result of the fusion of business and government (for example, when the same persons run the company Business (including small and medium) plays a significant role in the entire innovation chain — research and development, implementation and dissemination of eco-innovations, which is due to the companies' focus on increasing production efficiency and thereby obtaining competitive advantages. Companies are best placed to implement significant investment in innovation. For example, the vast majority of global cleantech investment, which rose 60% to \$148.4 billion, accounts for private companies. Further increase in the XXI century. the role of big business in state and international governance increases the importance of companies in the implementation of the concept of sustainable development. Thus, with proper control by the state and society, the mentioned public-private partnerships can contribute to sustainable development. Factors in the evolution of business attitudes towards sustainable development strategies In recent decades, business attitudes towards sustainable development and socially responsible activities have undergone a significant evolution in the direction of setting and implementing appropriate goals as a result of a number of factors: regulation, empowering companies - improving reputation, increasing capitalization, reducing environmental and social risks, reducing costs, conquering new markets,

elimination of competitors, etc. External factors remain the main incentives for setting a business on the path of sustainable development, primarily state regulation, which is largely based on international agreements.

The philosophy of CSR also provides for the need to respect human rights, which is also due to external circumstances. The growing negative effects of globalization processes have revealed the importance of creating a "global market with a human face". There are no unified approaches to addressing human rights issues. However, the general approach suggests that companies, at the very least, should do everything in their power not to violate human rights, either directly or indirectly. Important distinguishing features of the restructuring of business activities in the direction of implementing the idea of sustainable development are the expansion of the range of voluntarily applied tools (most of them are in the field of environmental management), their gradual integration into systems of "sustainable" management (the concept of CSR can be considered as one of such systems) and spreading the use of individual tools and systems at the international level. A number of voluntary instruments have been developed in areas not covered by national and international standards, anticipating their introduction at the national level. Many of them initially had a voluntary character, and later they began to be used in the arsenal of state and international politics and even moved into the category of mandatory measures.

Companies use different tools, but their general principles are the same: using high environmental standards, applying the "from cradle to grave" principle ("from cradle to grave", i.e. responsibility for the entire life cycle of the product) and increasingly "from cradle to cradle" ("from cradle to cradle") and closed-loop production ("closed-loop" production), including the processing of waste and their use in a new production cycle, as well as minimizing the use of raw materials, maximizing waste disposal (ideally waste-free production), conservation of the environment, etc.

Voluntary instruments are methods and procedures that companies use outside the scope of legislation to reduce the negative impact of their economic activities on the environment and/or improve social conditions. Among the most commonly used voluntary tools for sustainable business management are environmental management

systems and CSR, environmental certification and labeling, environmental assessment, environmental audit, non-financial corporate reporting. Environmental management is a management system aimed at reducing the negative impact on the environment while improving the efficiency of the company. The system helps the company not only meet legal requirements, but also set its own goals (for example, improving energy efficiency), as well as ensure the health and safety of employees. Each company creates its own system in accordance with business goals. As a rule, the system includes setting environmental goals and objectives, assessing the company's impact on the environment, analyzing legal requirements and the possibilities for their implementation, developing programs to achieve goals, determining their progress, and improving environmental awareness.

Thus, in modern conditions, companies are growing understanding and awareness of the importance of activities in the field of sustainable development. At the same time, this business practice has not yet become sufficiently widespread for a fundamental restructuring of the global economy on the track of sustainable development. Until now, a significant number of companies, declaring the ideas of sustainable development, continue to carry out activities that do not correspond to the essence of the concept. Business operations, especially TNCs, continue to cause enormous and growing damage to the environment, studies show. In a number of strategic and resource areas, environmental and social motives have not yet become dominant in decision-making. This is due to many factors, in particular, the lack of formulation of proper goals at the state level, insufficient economic and moral support from the state, lack of relevant information and education, inertia of thinking of company management, as well as other reasons.

With the help of economic and legal instruments, it is necessary to stimulate public and private companies to increase the efficiency of resource use through modernization and innovation, prevent the loss of raw materials, and adequately compensate for environmental damage to society and nature.

The aim of any country's transition to sustainable development is to ensure a high quality of life for present and future generations through balanced socio-economic

development, ensuring the possibility of reproducing the natural environment, rational use of the country's natural resource potential, ensuring human health, its environmental and social protection. Achieving this goal corresponds to the cultural and ideological values of the Ukrainian people, in whose history and traditions there has always been a careful attitude to land, water, flora and fauna, and nature in general. Sustainable development is a category that lies at the intersection of economics, ecology, and philosophy. Considering it through a practical plane, we can say that such development is sustainable, as a result of which natural capital, as it is exhausted, is either restored or replaced by artificially created capital. Simply put, in the process of any kind of human activity involving the use of natural capital, a balance must be observed between the total amount of capital used and the total amount reproduced or replaced by artificially created for subsequent generations. At the same time, a higher level of sustainability (ideal sustainable development) should not at all provide for a decrease or depletion of natural potential.

It is clear that in many cases it is impossible to comply with such a requirement in practice. For example, it is fundamentally impossible to recover burned oil, gas or coal, while at the same time it is possible to purify used air or water, restoring them as natural capital, but hardly literally and ideally reproducing their original natural properties. Therefore, the category of ideal sustainable development can be considered as a purely theoretical model, in contrast to sustainable development as a practical category in the previously mentioned understanding of the restoration or replacement of natural capital in the process of its use. Overcoming any social problems is impossible without ensuring sustainable development, while depriving it of its social context makes this development meaningless.

Therefore, the transition to sustainable development requires a change in policy in the social sphere, the main directions of which should be: maintaining human health; assistance in improving the demographic situation; providing social guarantees to people in need of protection; achievement of quality of life standards adopted in developed countries; achievement of guidelines for the modern level of rational consumption for all segments of the population; humanization of social relations

through reforming the systems of management, education, science, culture and health. The implementation of these areas should take into account, first of all, ensuring the biotic aspect of life, considered as a level of necessity, as well as the social aspect of life, reflecting the level of sufficiency of social stability.

In the context of the globalization of the modern market, an increasing number of large enterprises in developed countries pay attention to issues of socially oriented business. However, many enterprises do not yet have a clear understanding of the importance of implementing such activities and are not sufficiently aware of the benefits that can be obtained from their use. The activity of most of them is aimed at maximizing profits in the short term. The absence of clear goals for the long term undermines the market competitiveness of the enterprise in the future, although, of course, there is an interest in increasing income in the long term and ensuring the sustainability of the enterprise.

The development of Ukrainian business, integration into the global economic system poses new challenges for domestic enterprises related to the activation of processes in the field of social responsibility in Ukraine. Business cannot operate in isolation from society, since it is itself a part of society. The state of the natural environment and the quality of consumer goods largely depend on the activities of enterprises. The social orientation of business will be more effective and systemic if the social responsibility of business is included in the management strategy enterprise. In recent years, the concept of social responsibility of business has spread in Ukraine, which is a system of public relations with interested groups (stakeholders), interaction with the state in solving social problems.

The classic definition of corporate social responsibility is given by F. Kotler: "Corporate social responsibility is the free choice of a company in favor of the obligation to improve the welfare of society by implementing business approaches and allocating corporate resources." Since Ukraine has chosen European integration as a priority direction both in the medium term and in long term, Ukrainian business should be guided by European standards. The European Corporate Social Responsibility Alliance has defined social responsibility as a concept for engaging social and

environmental avenues business activities based on voluntariness and interaction between all interested parties (impact groups).

Business Social Responsibility (BSR) covers the following main areas: observance of human rights; compliance with legal requirements; business and corporate ethics; environmental protection; collaboration with stakeholders; compliance with international standards of conduct; transparency and accountability.

According to the developed Strategy for promoting the development of social responsibility of business in Ukraine, the need to develop social responsibility of business in Ukraine is due to the following factors: low level of corporate culture; legal nihilism and deformation of legal consciousness; low level of public awareness of the role of business; terminological (normative) uncertainty; closeness of Ukrainian companies to the general public; uneven consideration of the interests of stakeholders.

Existing models of social responsibility have a multilevel structure. Researchers on the issues of social responsibility of business distinguish three levels for determining social responsibility:

The first (basic) level - business pays taxes in full and legally, thereby funds go to the budget, from where they are distributed to the same social programs.

The second (corporate) level - a socially responsible business must pay an economically justified salary. It's no secret that businesses now often save on wages, considering it as part of their expenses. On the one hand, this is true. But on the other hand, business must understand that a high salary allows a person to spend money on maintaining their health, on education, and on culture.

The third (highest) level is a socially responsible business that does charity work on a voluntary basis. On the one hand, a potential investor has greater confidence if the company can afford to carry out large-scale social programs that are not directly related to production, and it is known in society. On the other hand, these applications show that the business is open, it is engaged not only in internal corporate applications, but also works with society.

Social responsibility contributes not only to improving the image of the enterprise, but also provides a competitive advantage in the long term, entering new

markets.

The reputation of the company plays a special role in the search for and attraction of highly qualified personnel, top and middle managers who evaluate not only the level of remuneration, career prospects, but also care about their own reputation and prestige, understand the value of sustainable development. In some countries, a well-thought-out social responsibility policy can help reduce pressure from regulatory authorities. The publication of information about the principles and policies of the company regarding its employees, the environment, suppliers, to a large extent gives an answer to government bodies on what the company's attitude is towards these issues. It can be argued that those companies that observe openness and transparency in their activities, invest resources in social programs, have more stable positions in relations with the authorities.

Social responsibility includes the cultural, moral, legal, environmental and social contexts of the activities of enterprises and is manifested in long-term participation in specific projects that improve the welfare of society. A correct and effective social policy of companies is an effective investment in personnel, in the social potential of production. World experience has formed criteria, compliance with which allows us to define a company as socially responsible. These include: conscientious payment of taxes; compliance with the requirements of international, state, regional legislation; production and sale of quality products; implementation of corporate programs for advanced training, healthcare, moral incentives for employees; implementation of charitable and sponsorship projects; environmental protection; development of own sustainable development strategy. Almost all experts divide social responsibility into two large groups: internal and external.

Table 7. Social Responsibility Groups

Internal social responsibility	External social responsibility
1. Security works 2. Wage stability 3. Medical and social insurance 4. Human resource development (training and improvement programs qualifications) 5. Assistance to workers in critical situations	1. Sponsorship and corporate charity 2. Environmental Protection environments 3. Interaction with local power 4. Participation in crisis situations 5. Responsibility to consumers of goods and services (production of high-quality goods)

Internal social responsibility refers to business practices in relation to their own staff, everything related to the development of human resources in the enterprise. The external component of the social responsibility of business causes the greatest number of disputes about what to attribute to this spheres.

Highly profitable Ukrainian companies perceive their role in a narrower sense: it is the payment of taxes, the fulfillment of legal obligations to the state, and charity. Business in Ukraine does not fulfill its main social function: it does not invest in the reproduction of the labor force, even by minimal standards. The formation of social responsibility in Ukraine is influenced by a number of factors - the structure of the economy (the predominance of heavy industries); foreign investments (international practice); inefficient system of social protection (maintenance of kindergartens, rest homes; support for healthcare and education); heavy regulatory burden (concealment of real income; “shadow”) employment); lack of institutional support (absence of a government body that could introduce tools, standards and methodologies for implementing social responsibility policies and a developed network). Social responsibility in business, according to the author, creates advantages not only for enterprises, but also for the state and society (Table 8).

Table 8. Advantages and disadvantages of social responsibility in business

For business	For society	For the state
Advantages		
The possibility of establishing partnerships between business, government and the public	the possibility of establishing partnerships between business, government and public	the possibility of establishing partnerships between business, government and public
Ensuring the public reputation of the organization, improving the image	improvement and development of social security population	solution of some key social problems
The growth of public confidence in the activities of the company, its products and services	the possibility of attracting investments in certain public spheres	preservation and use "intellectual resource" for the needs of the country and the region
Growth of professionalism and retention of personnel potential at Enterprise	Opportunity to support public initiatives, Innovative projects	The possibility of attracting investments in certain public spheres
Ensuring staff loyalty Companies	Development of social and creative Population activity	Development of social and creative Population activity

The possibility of creating a safe environment for the operation and development of the company due to Own corporate policy	Creation of social resources for production activities	Compliance with the norms and standards of the world economic community as a factor of strengthening State image
Growth in the value of intangible assets	Increase in the material base subject to tax, and Payment of taxes	Increase in the material base subject to tax, and Payment of taxes
Reduction in operating costs		
Compliance with the norms and standards of the world economic community		
Disadvantages		
Violation of the principle of profit maximization. (the direction of part of the resources for social needs reduces the effect of this principle)	Insufficient level of reporting to the general public	Removal of funds for social programs by reducing the budgets of economic programs
Spending on social involvement (funds allocated to Social needs that are costs at the enterprise)	Shifting the costs of social responsibility measures to Consumers through price increases	
Lack of ability to solve social problems (enterprise personnel, as a rule, Lack of experience with these issues)	Shifting responsibility for solving social problems to business	

As can be seen from the table, the number of disadvantages from the use of socially responsible business is much less than the number of advantages, while their impact can be significantly reduced or even leveled. For example, expenditures on certain social programs, the allocation of part of the resources for social needs, in most cases, are leveled by reducing operating costs, increasing confidence in the enterprise, its products, a corresponding increase in sales, etc.

The social responsibility of business, both for the state and for society, is the basis for solving some of the key social problems, including the basis for increasing investment in public spheres, reducing the outflow of the "intellectual resource", the improvement of the image of the state in the international arena as one where the norms and standards of the world community are observed, where there is stability and conditions for investment. Accordingly, the intensification of interaction between the state, society and the business sector will only exacerbate the impact of these factors. According to experts, the introduction of social measures revealed a high level of hope among respondents about the positive impact of the implementation of the corporate social responsibility (CSR). Enterprises expect the greatest benefits in terms of: improving reputation, increasing brand awareness, building relationships with authorities, improving product quality, competitive advantages, innovation, productivity, sales, profits and other indicators of the economic development of the enterprise (Table 9).

Table 9. Evaluation of the positive impact of the CSR on the performance of enterprises

Enterprise performance indicators	The positive impact of CSR, % of respondents
1. Company reputation	93.6
2. Level of brand awareness	86.2
3. Relations with authorities	85.5
4. Quality	85.3
5. Competitiveness	83.3
6. Innovation	83.0
7. Media accessibility	82.8
8. Customer satisfaction	81.7
9. Performance	80.4
10. Sales	80.2

11. Investor relations	78.9
12. Profits	77.7
13. Market access	71.3
14. The fate of the market	68.4

The social responsibility of domestic enterprises primarily lies in the fullest possible payment of taxes, compliance with labor and environmental laws, job creation, and charitable activities. All these measures are focused on the external environment of the company. Among the initiatives aimed at the internal environment, the following can be distinguished: increasing productivity, improving competitiveness, optimizing costs, implementing a strategy for further development, improving the image, increasing turnover and the number of consumers. Most small and medium-sized businesses pay more attention to internal social programs that are aimed at their employees. The participation of small enterprises in social activities is, as a rule, informal. This phenomenon is associated with the lack of managerial skills for social responsibility among the leaders of small and medium-sized enterprises. But the solution of such issues as meeting the needs of consumers, overcoming corruption, fulfilling tax obligations, question certification, quality product too topical on the contemporary stage conducting business.

Each enterprise, when forming strategic directions, determines the elements of social responsibility necessary to realize its interests and the interests of interested groups of participants. This will increase competitiveness and improve the results of financial and economic activity (Table 10).

Unfortunately, the social responsibility of most Ukrainian enterprises is of a non-systemic, situational nature. There is a low level of awareness of the expediency of including BSR in the enterprise management strategy.

The social responsibility strategy is an official document that defines the values and standards in accordance with which the operating activities of the enterprise are carried out. The SRS strategy should be based on taking into account the specifics of the external environment, the direction of activity and the scale of the company. It may contain measures to support education, investment in human capital directly in the company, or skills development for those who are not employees but are important

groups for the organization.

A business social responsibility strategy is an action plan aimed at fulfilling the mission of a socially oriented enterprise, achieving goals for the long-term development of the enterprise and ensuring a contribution to the development of society. The CSR strategy is the main component that must be integrated into the enterprise development strategy.

Table 10. Characteristics of the elements of business social responsibility in the implementation of the corporate development strategy of the enterprise

Components of an external corporate social responsibility strategy	Components of the internal corporate social responsibility strategy
Loans (grants) for charitable purposes	Social investment
Financial and material assistance	Scientific and practical developments
Scholarship programs	Environmental program
Work in associations on legislative initiatives	Ethical and other work standards
Retraining courses for employees	Staff career growth
Partnership projects with authorities, educational institutions	Transparency and specificity in reporting
Volunteering and activities of public organizations	Incentives for workers (bonuses, allowances, compensations)
Corporate philanthropy in the form of support for socially important events	Social packages

The main principles for the formation of a long-term strategy for the enterprise in the direction of BSR are:

- high standards of product quality and services;
- fulfillment of obligations to employees, suppliers, partners;
- meeting the needs and interests of all stakeholders.

The main advantages of organizational management based on these principles include: a better understanding of the needs and expectations of society; improving the efficiency of risk management; improving relationships with stakeholders; improving the reputation of the organization as a whole.

In order to succeed when implementing a strategy, you first need to study the market and conduct a qualitative analysis of external and internal factors that, to one degree or another, can affect the expected result. Since in the modern realities of

market relations the analysis of four groups of factors (social, technological, economic, political) has become insufficient to satisfy the interests of all groups of influence, in modern literature they add ecology and legislation, the analysis of which has become necessary for socially responsible companies and allows the analysis to clarify the influence of factors that for a long time were not even taken into account by many companies.

The most common approach for most enterprises is the approach according to which the sequence of stages in the formation of a strategy is as follows: defining the mission and goals, analyzing internal capabilities, analyzing the external environment, analyzing alternatives and choosing strategies, implementing and evaluating the chosen strategy. Each stage of the formation of an enterprise strategy must be consistent with the principles of social responsibility, which form the basis of the basic concept of CSR.

The basic concept of the CSR of an enterprise is a complex model aimed at satisfying the interests of all participants business process. In accordance with this approach, we will define the main stages in the formation of a business social responsibility strategy for Ukrainian enterprises:

- *Determination of the mission of the CSR.* The mission of social responsibility is to improve the quality of life of workers, the local community and society.

- *Formation of a system of goals (trees of goals) CSR.* The goals of a socially oriented enterprise include: ensuring the socio-economic development of personnel; release quality products, security activities, directed on the resource saving.

- *Analysis of the internal environment.* The analysis is carried out in order to identify strengths and weaknesses and should be aimed at analyzing the social initiatives of the enterprise focused on employees, organizational culture, production and sales. Examples of internal responsibility can be actions focused on observing working and rest conditions, timely payment of wages, providing benefits.

- *Analysis of the external environment.* The analysis should be focused on external projects related to the activities of the enterprise, as well as the nature of the relationship with external stakeholders.

- *Assessment of the level of social responsibility.* For small and medium-sized businesses, the third (highest) level is not always possible. Small and medium-sized businesses can more actively implement issues related to the honest payment of taxes (the first level) and the wages of employees (the second level of social responsibility).

- *Choice of strategy.* Based on the analysis of the internal and external environment and the assessment of the level of social responsibility of the enterprise, the appropriate strategy and directions are selected BSR.

- *Implementation of the BSR strategy.* The next stage is the development of social programs and projects, action plans aimed at implementing the strategy. The implementation of the strategy should be aimed at establishing a correspondence between the chosen strategy and internal organizational processes in order to orient the activities of the organization to its embodiment.

- *Evaluation of the implementation of the BSR strategy.* Four criteria for assessing social responsibility are known: economic (making a profit), legal (compliance with laws), moral (ethical behavior), taking responsibility (improving the welfare of society and the quality of life of people).

The content of the strategy is to ensure a high level of social responsibility of the business, which may include the following main components:

1. *Development of the concept of personnel training*, which should include different forms and methods of training. Staff training at special courses conducted by higher educational institutions (MBA programs); courses and trainings focused on the acquisition of specific knowledge and skills.

2. *Strengthening the social protection of workers.* In this section of the basic strategy of social responsibility of business, a social package is formed, the components of the social infrastructure are being improved. At the expense of profit funds, additional compensations for workers, pensioners, mothers can be established, the cost of goods and services sold within the framework of social infrastructure can be reduced enterprises.

3. *Health of the population (communities), development of local and*

regional infrastructure. This section provides for the establishment of relationships and cooperation with local authorities to conduct sports, charity, sponsorship events to attract enterprise resources: human, informational, financial. the like.

5 *Business ethics*. Based on the developed Code of Ethics, the principles of conduct with business partners are established.

6. *Ecological and environmental activities* involve not only compliance with the law, but also voluntary actions aimed at cleaning the surrounding areas from dirt; actions aimed at energy and resource saving the like.

7. *Satisfying the needs of consumers*, first of all, in the production of high-quality products that meet all international standards, using environmentally friendly raw materials.

The introduction of a BSR strategy also comes with certain risks, the biggest of which are increased operating costs, employee turnover, absenteeism, added value per employee, and pricing. The disadvantages of recognizing social responsibility include: violation of the principle of profit maximization; cost growth due to increased spending on social needs; the impossibility of ensuring a high level of accountability to society; inept satisfaction of social needs; application of social responsibility only for advertising purposes. Entrepreneurs and managers should choose the option of social responsibility that provides benefits and contributes to the elimination or reduction of shortcomings.

Social responsibility, goodwill and business reputation as strategic investments contribute not only to improving the company's image, but also provide a competitive advantage in the long term. The social responsibility of the majority of Ukrainian enterprises that understand its importance is of a non-systemic, situational nature. The social orientation of business will be more effective if the social responsibility of business is included in the management strategy enterprises.

When forming a corporate strategy, it is necessary to identify and develop measures to increase the competitiveness of Ukrainian companies, among which the following can be proposed:

- it is advisable to take into account corporate culture and social responsibility

when developing a strategy enterprise;

- the formation of a corporate strategy for sustainable development based on the principles of understanding the needs and expectations of society, improving the efficiency of risk management, improving relationships with stakeholders, improving the company's reputation in in general;
- to coordinate each stage and level of formation of corporate strategy with the basic concept of socially responsible business.

Prospects for further research are the development of programs for the implementation of a team strategy for the social responsibility of business in the context of strengthening its business reputation based on sustainable development.

CONCLUSIONS

Management is a set of philosophies, models, strategies, principles, methods and styles of managing an organization, production and personnel in order to increase its efficiency and profit growth. Management is based on rational interaction with people working in the same organization, having a common ultimate goal for effectiveness and efficiency and a willingness to survive in the long term in an environment of constant change and high risks. An effective manager wants to acquire the following competencies: set a high pace for his team, constantly improve performance indicators, tightly control the implementation of goals, and always stay one step ahead of the competition. Previously, dictators achieved good results, often at the cost of great sacrifices. Without people there is no organization. Without competent people, no organization can achieve its goals and survive. People are necessary not only for production, but also for the consumption of material goods. After the official abolition of slavery (de facto it exists), the purchase of labor resources was transformed into the lease of the necessary competencies on fixed terms. Since most people cannot exist without money, they are forced to look for work, study and master a profession and all kinds of skills, compete with each other in the labor market and try to sell themselves more profitably. The most successful are those who were able to create an effective business and hire people who work for them. Enterprises have to compensate in material form for the costs of food, treatment, accommodation and the existence of employees. Human nature is such that what until recently seemed acceptable and even promising, today is no longer to be liked and causes negative feelings. Expectations of prosperity are shattered by routine reality. Both the enterprise and the employee can harm or benefit each other. The parties may terminate the employment relationship and look for other options for survival and growth. Whatever motivational techniques are taken, people periodically prefer to change jobs, and this affects the efficiency of the company. The risks of losing especially experienced, key employees force managers to constantly look for ways to retain staff, invent loyalty programs, work-life balance, team building, individual schedules and pay. In the case of full mutual understanding of the parties, a long-term relationship can arise, and the individual becomes a member

of the family. The coach can act as a parent to the child members of the team. As in life, their relationship may not work out. At work, a person spends his main resource - life. These minutes, days, years should not be wasted without pleasure. It should be an interesting and fun, fruitful adventure that enriches both parties and benefits the descendants.

There is no doubt that labor resources as an economic category are one of the most important aspects of the theory and practice of management. Naturally, with major organizational changes, for example, when creating a new direction, introducing relevant products, assessing the future need for labor is a complex and very important task. In these cases, it is necessary to assess the external labor market and determine the labor force available on it. To help organizations predict their human resource needs, management science has developed a range of models and strategies to use in building their development scenario, namely, it must include a specific schedule and activities for attracting, hiring, training and promoting the workers required to achieve goals. organizations. Changes in the external environment, especially economic and political, can have a strong impact on the future needs of the organization in labor resources. The severe economic and political downturn of 2020-2022 has led to a decline in the labor force in various sectors of the global economy. An urgent task today is the methodology for calculating losses from unrealized economic activities, in particular due to force majeure from military operations (for example, in Ukraine).

Group development refers to the process by which members of established work teams get to know their teammates, define their roles and responsibilities, and acquire the task and teamwork abilities necessary to coordinate their efforts to work effectively as a team.

As teams increasingly become the main organizational structure of work, understanding and improving processes will become increasingly important. While the development of integrated task-handling and teamwork skills is a prerequisite for team effectiveness, many organizations take relatively few steps to improve team development, as most team's form and move through the active phase on their own. However, team learning and team leadership are key levers for improving the

development process by intervening at the team formation stage (team learning) as well as during the development process in the workplace (leadership and coaching).

Coaching special view relations, product produced and secured by a positive result in personal transaction between coach and client. The coaching process is built around the interests, goals and desires of clients. The coach creates conditions for the client to unlock their potential. In other words, in coaching we are talking about the realization of a person's internal resources, the coach gives the client the opportunity to go beyond standard thinking patterns and gain a broader vision of the situation, more available resources and opportunities. The uniqueness of coaching lies in its focus on the future. The process is focused on achieving goals, strategic development. A manager not only informs employees of their tasks unlike a manager, but also actively assists them in solving problems individually or as a team using teamwork and communication dynamics. Coaching helps improve skills, develop self-confidence, take responsibility for decisions, and justify actions. During coaching, the emphasis is on active listening and appropriate open-ended questions. Managers should evaluate the training activities of personnel from a variety of perspectives, such as the degree to which the acquired skills are used, the level of information received, and satisfaction with the benefits received. The results show that leadership training, manager coaching, and team coaching and team building bring great benefits to managers in terms of achieving growth and development goals.

Experience of many successful companies testifies what use coaching in personnel management allows you to increase work efficiency, improve the professional and personal skills of employees. Coaching is suitable for companies with a focus on better results and good team relationships.

An additional plus will be effective team building, because usually we don't know very well what other departments in our companies are really doing, and so, after spending a day with a colleague from a neighboring department, we will understand that he is not an enemy that prevents our department from living, but the same as we and goes with us to a common goal.

In this scientific work, the issues of organizing the process of introducing

coaching technology are considered. Produced analysis showed what, although in organization, there is a certain procedure for introducing coaching technology, however, top managers do not fully understand the significance of this process, and therefore do not pay attention to it. Going out from this it can be established that it is desirable to establish a unit that would deal with the procedure for monitoring the implementation of coaching technology in the enterprise.

Implementation technology coaching will allow:

- master the competence of predicting employee performance;
- develop a mechanism for influencing the productivity of an individual employee and the team as a whole;
- reduce staff turnover due to higher employee motivation;
- stimulate employees to development corporate competencies;
- reduce costs associated with external staff training by developing employees as mentors;
- effectively convey the corporate culture and ideology to all employees.

Practice shows that one of the tasks of coaching sessions is to increase the level of personal effectiveness of managerial personnel by increasing the level of self-organization. At the same time, it is advisable to choose the following types of coaching:

- 1) for top managers - Executive Coaching or Business Coaching;
- 2) for managers of other levels - Business Coaching or Group Coaching.

Modern business involves such qualitative changes as the transformation of the enterprise into a self-learning organization. This will allow improve the skills of staff with maximum efficiency. Self -learning organization will be located in process permanent development, exchange experience and skills in a team, effective cooperation and response to feedback. Thus, as already noted in the analysis of the management model of personnel changes, the planned development of the enterprise will take place. Through the implementation of the program activities, we can achieve the desired predicted changes in the growth rate of capital-labor ratio relative to the growth rate of labor productivity.

Currently, the whole world, business and society is undergoing critical changes. We consider three scenarios: break down and give up, lose a team and clients; adapt, get out of the situation, hold positions, sacrificing resources; become a leader of change, find tools to strengthen the team and the company, be at the right time in the right place with the optimal set of competencies and drop unnecessary ballast. For the most accurate response of the business in the current conditions, two things are important: to understand what is happening at all levels of the organization and the external business space and to develop a strategy for the future. We hope this monograph will help you cope.

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Appendix A

Analysis of types of coaching

Table A.1

Types of coaching:	Varieties	Characteristic
1	2	3
Business coaching	<ul style="list-style-type: none"> - corporate coaching; - coaching on business transformation ; - coaching with building business relationships; - coaching on creation company mission . 	Business coaching is ideal for business, its essence is to help the client reach a new level, clearly set goals. A coach will help you create a plan of action for a successful career. Coaching in business can be: individual (coaching of first persons, executive coaching), command (coaching commands, design coaching).
Corporate and coaching	<ul style="list-style-type: none"> - career coaching; - coaching individual performance of the employee; - coaching development leadership skills ; - team coaching. 	Corporate coaching is characterized by two main ways. First method consists in structuring interpersonal and professional relations in a team. The second method is based on planning and motivation. Coaching courses help employees to reveal their potential, become more proactive and conscientious. Corporate coaching – coaching is carried out corporate coaches working with internal clients.
Life coaching	<ul style="list-style-type: none"> - coaching on motivation aspiring values; - coaching behind program objectives and results; - coaching with career building; - family coaching; - coaching on well-being, transformation of life 	The foundation of life coaching is learning to set goals. The coach helps the client to better understand himself and his true desires, to prioritize. Man starts feel myself more confident understands the need to work "here and now" to create a desirable future. The object of coaching are aspects related to the client's life outside of his business/work.

Table A.2

Coaching Techniques, which based on the psychology personalities

Technics 3- D	Technics GROW	ABC technology
<p>aims to focus as quickly as possible on potential solutions that the student can understand and for the implementation of which he can take responsibility; the essence of the technique: at the beginning, the problem that needs to be solved is identified, three aspects of the problem are identified related to the current situation, the people included in it and this student, options for solving these aspects of the problem are determined and, finally, the student and coach concentrate on practical implementation optimal solution to the problem</p>	<p>originates in the practice of sports coaches; based on the competent use of questions and compliance with the sequence of actions; questions are aimed at concretizing the goal (Goal), that the student seeks to achieve in the course of coaching, then attention switches to the reality Reality of the intended actions; explores practical options for action. Options that can be chosen to achieve the goals; the focus shifts to freedom (Will) to the implementation of the chosen optimal course of action.</p>	<p>a procedure in which the coach consistently asks questions to the student, and the student forms sincere answers to the questions posed; the student independently in the process of answering the questions of the coach reaches an understanding of how best to solve the problem in front of him; The coach's questions are grouped into three sets of questions that are asked to the student step by step. Step A appointed find out the understanding of the situation, step B should clarify what could be better in this situation, and finally step C should establish an understanding of how to do better. ABC technology can be effectively used in self-coaching mode .</p>

Table A.3

Methods of performance evaluation and application of coaching technologies

No. cf.	Method	Method definition
1	<i>Job shadowing (shadowing of work)</i>	Adaptive method control staff. Method suggests then, what new employee some time (For example: test term) watching on the actions and performance of the work of a more experienced worker, who, in turn, helps, discusses with them production situations during working days and receives extraordinary experience Yes qualitative call-back (back connection).
2	<i>Budding</i>	Adaptive way of personnel management. This is building equal friendly relations with a colleague, which are manifested in support and assistance from both the colleague and, to some extent, from the management. The idea of protecting one person by another in order to achieve his results and goals.
3	<i>Grading</i>	Method which will help to establish the optimal level of remuneration for each employee by ranking positions into groups that correspond to their importance for an organization or enterprise, thus ensuring a comparison of the internal significance of a position in an enterprise with its relevance to market works. It can be concluded that the grading technology carries out both the distribution of positions by importance in the enterprise, the establishment of grades and their charging, and the regulation of grade boundaries in accordance with wages in the market. Also, this method allows you to introduce a systematic approach to the evaluation of positions, the correct formation requirements before them, quality attestations workers for the sake of estimates level their competencies Yes performance, a also implementation possible growth on career steps.
4	<i>Gamification</i>	<p>The method is based on a game model and at the same time aims to motivate and train staff. An example is an online game: workers are given a task, they perform and receive rewards. Undoubtedly, this method is more familiar to people of generation Z, but by introducing such an innovative method in the team of the older age category, it is possible, firstly, to involve staff in deepening into digital technologies, Yes influence on the merger team miscellaneous age. Also this method will be relevant for people who are used to receiving rewards for certain actions performed (for example, in childhood we received sweets only after we eat the first one), as well as for gambling people, or for those who care about the very essence of receiving rewards.</p> <p>This method covers almost all psychotypes Yes often based on the principles of instant connections. Main goal turns in big game, in which many levels (i.e. the goal is divided into many small virtual ones). A gamer always sees his result and progress, both big and small. For workers, this method becomes a way to de-stress from the feeling of routine and create additional motivation to work (worked for 2 hours - be sure to play the game). For most workers, entertainment and games at work place increase performance and quality works personnel. AT they form the concept of entire companies, they better understand the tasks assigned to them Exercise. Also It was discovered what method gamification No depends from the specifics of the company or department.</p>
4	<i>Assessment Center</i>	A method that helps to objectively evaluate the staff. This technology makes it possible to comprehensively assess the competencies required to work in this position, based on modeling the key points of professional activity. Also this method allows estimate real qualities: qualifications and psychological characteristics; find out compliance with the requirements of the position, as well as identify the potential of specialists by imitation real workers situations.

Source: drawn up author on the basis analysis data methodological assessment

Appendix B Questionnaire « Ready for the implementation of coaching? »

Rate each question questionnaires points from one before 4, where one score - unlikely 4 points - quite possible.

1. I have my own beliefs, but I am ready to accept the proposal of the leadership.	1 2 3 4
2. I am willing to listen and accept what the coach has to say, but I will act from my own point of view.	1 2 3 4
3. I will stick to the agreement word=deed. I will work with a coach on the principle.	1 2 3 4
4. I promise the coach a “no games” relationship.	1 2 3 4
5. I understand that the coach does his job and I do mine.	1 2 3 4
6. I am ready for change.	1 2 3 4
7. I am ready to change now and today.	1 2 3 4
8. I am fully prepared to take my life to the next level.	1 2 3 4
9. I am ready to experiment with ideas and concepts that the coach will offer.	1 2 3 4
10. I will immediately tell the coach that he is going personal and ask him to change the approach.	1 2 3 4
11. I am willing to be open and honest with a coach.	1 2 3 4
12. I am fully aware that all responsibility for the result lies with me.	1 2 3 4
13. I want the coach to tell the truth in all circumstances at all times.	1 2 3 4
14. I am willing to put the planned planning into practice between coaching sessions.	1 2 3 4
15. I want to live with satisfaction and enjoyment, making full use of my professional potential.	1 2 3 4

_____ Total score

Outcome:

60 - 53b. You fully ready before coach.

52 - 47b. You ready. Doubts are present. But coaching fully Maybe to practice.

46 - 39b. You are waiting. Before starting work with you, we would first talk about what exactly coaching is for you and what advantages and disadvantages it has.

39 - 0b. Come back before repeated testing as you will ready to accept decision to participate in coaching.

Appendix C

Grade results questioning

Number poll some	Number question															Outcome
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	
1	3	4	4	4	4	3	3	3	4	2	3	4	4	3	4	52
2	3	2	4	4	2	3	3	3	4	4	2	4	3	4	3	48
3	3	3	2	4	4	2	3	3	2	4	2	3	3	4	3	45
4	4	4	4	2	3	3	4	4	2	3	3	4	4	3	4	51
5	3	4	3	3	4	4	3	4	3	4	2	2	3	4	4	50
6	4	3	3	4	4	2	3	3	4	3	4	3	4	4	4	52
7	3	4	3	4	3	4	2	4	4	2	3	3	3	4	3	49
8	3	3	4	4	3	4	3	4	2	3	3	4	3	4	4	51
9	4	3	4	3	2	3	4	3	3	4	3	2	3	4	4	49
10	4	3	4	3	3	4	4	3	2	3	4	3	2	4	4	50

Appendix I

Matrix SWOT - analysis enterprises

	Opportunities	Threats
Components SWOT analysis	<ol style="list-style-type: none"> 1. Extension sales market, search for a new target audience 2. Analysis market works and creating a base of spare workers 3. Raise demand of the population for the goods of the enterprise 4. Risk free long-term relationships with business partners 	<ol style="list-style-type: none"> 1. View distribution forces on the market 2. Raise taxes 3. Decline in the birth rate in country 4. Growth pace inflation 5. Raise cost of logistics services 6. Growth cost materials from suppliers 7. Increased activity of small competitors on the market 8. Dumping with sides competitors
Strong sides	SiM	SiZ
<ol style="list-style-type: none"> 1. high quality products and a wide range 2. Availability of high-quality lighting equipment at low prices wholesale prices 3. Independence from loan funds 4. highest quality services offered 5. Stable growth economic potential of the enterprise 6. Stable growth net profit Yes enterprise profitability 7. Modern th 8. website with constantly updated content 	<ol style="list-style-type: none"> 1. Development and implementation growth strategies (improvement of the range of services) 2. Building market share, including the capture of new segments 3. Differentiation and creation of an implementation strategy new ideas 4. Creation investment projects to search new types of business 5. Filling new client bases 	<ol style="list-style-type: none"> 1. Constant cooperation with companies recruiters 2. Creation new goods and services, continuous updating of existing 3. Development Yes implementation of an electronic database for personnel management 4. Implementation of a new effective incentive policy workers 5. Establishment of product diversification system and promotion innovation research in new directions 5. Update marketing systems 6. Advanced training of the main parts personnel
Weak sides	SIM	SIZ
<ol style="list-style-type: none"> 1. Short level payment works 2. Lack of strategy <p>implementation additional benefits for staff</p> <ol style="list-style-type: none"> 3. Permanent conflict situations in collective 4. Too much significant level fluidity personnel 5. Is absent motivation system <p>implementation innovations</p>	<ol style="list-style-type: none"> 1. Creation personnel enterprise strategy 2. Implementation investment strategies Yes creation and implementation projects development enterprises 3. Development programs with promotion strategic capacity enterprises 	<p>“Crisis field” - this is part matrices, purpose which there is overcoming threats, elimination weak parties enterprises. Necessary develop and implement</p> <p>complex activities for overcoming crises, using points,</p> <p>developed in fields SIM, SIZ, SIM.</p>

Appendix K

Recommendations relatively overcoming workers resistance change

Recommendations in relation to overcoming resistance change for administrative staff:

1. Constantly analyze the store in terms of its efficiency and in comparison with similar trade objects in order to identify trends in possible organizational changes both in the current and planned periods.
2. Clearly realize the need for the introduction of certain organizational innovations.
3. Use personnel management methods in accordance with the categories of positions, the experience of his work in the enterprise, the behavior of individuals and groups.
4. Be aware of perspective emergence of resistance organizational change and treat it as an opportunity to improve the efficiency of the store.
5. Constantly support personnel in the process of implementing changes, conveying to them the known relevance, necessity, essence, advantages and possibilities of changes, characterizing possible losses in the implementation of innovations for each specific position.
6. Do not take the negative reaction of the staff to a personal account, proactively respond to it.
7. Be a leader of change, not be afraid to make unpopular decisions to overcome the resistance of employees.

Recommendations for overcoming resistance change for auxiliary personnel

1. Always be interested in work his shop, know key indicators its effectiveness, motivation schemes and payroll scheme.
2. Be proactive about innovations, evaluate the real advantages and disadvantages of changes, give feedback to the store manager, administrator, deputy product director.
3. Try adapt in as soon as possible and be example for others colleagues.
4. Actively support the changes, understanding their essence, constantly initiate informing the staff from the store administration.
5. In case of misunderstanding or inexpediency/unreality of certain aspects of changes, act as an active initiator of their optimization.
6. Not afraid protrude informal leader change, adequately evaluate the real situation and the relevance/irrelevance of innovations.

Main modules coaching sessions with finance

no	Module	Description
1	Introduction in finance coaching	concept "coaching" and "finance". Basic position and main principles of money coaching. Financial requests (goal, objectives or dream). (A dream that transforms into a goal, a goal into subgoals and tasks, the presence of intermediate results) Classification of financial problems. Psychology of attitude to finance. The role and place of money in the life of a client. Types of money in financial consulting. Property as money. Matrix and structuring of model questions of monetary coaching.
2	Financial beliefs and installations	Financial coaching in work with beliefs. Revealing and changing financial beliefs and attitudes. The system of views, prohibitions, restrictions and fears of clients on financial matters. Basic techniques for working with beliefs in financial coaching. Work with intentions and opportunities client. Kinds impact in shaping financial beliefs. Resolution of financial conflicts of the client.
3	Work with individual experience in communication with money. Relationship Scenarios with money	Techniques for working with personal experience through internal images and sensations. Work with representative systems of the client. Client submodality and financial coaching. Work with submodalities matrices technique and regulations setting resource anchors that shape financial behavior.
4	Strategy Scenarios and tactics	Financial scenarios and techniques for changing them. Relationship with money. The role and place of money in a client's life Transactional analysis and financial coaching. Metamodel and constructively formed result. Communications and money coaching. Reframing in financial coaching.

*Table L.2***Main modules coaching sessions with control staff**

n o.	Module	Description
1	Management coaching in work with employees	Company structures, vertical and horizontal communications in the company. Levels of thinking on the pyramid of Dilts. Pyramid Dilts as a tool for managing thinking. The balance wheel as a tool for a business coach in working with the mindset of employees. The 4 Tones of an Influential Voice as a Tool for a Business Coach and Leader
2	Team management coaching	The subject of team coaching is group and individual thinking. Making room for effective team coaching. Team coaching tools. Four Ways to Make Group Decisions
3	Management coaching in working with systems	Building relationships: team coach - customer - team. Change management in companies. Building long-term relationships with the customer and his team

Stages application methods GROW

1) **Goal setting.**

Make sure what This SMART goal: Specific- concrete, Measurable Measurable, Attainable - achievable, Realistic - realistic, Time-bound - tied to time.

2) **Correlation with reality- definition starting positions**

Ask a team member to describe their circumstances. This is an important point, because they often begin to solve a problem without understanding the current situation, without taking into account information that could help achieve the goal more efficiently.

3) **Study of opportunities**

As soon as employees have an adequate vision of the current situation, time decide with possible means achievement goals. For this you can use a combination of brainstorming with individual work. In any case, first let the team members speak, and then guide each employee.

4) **Concentration efforts**

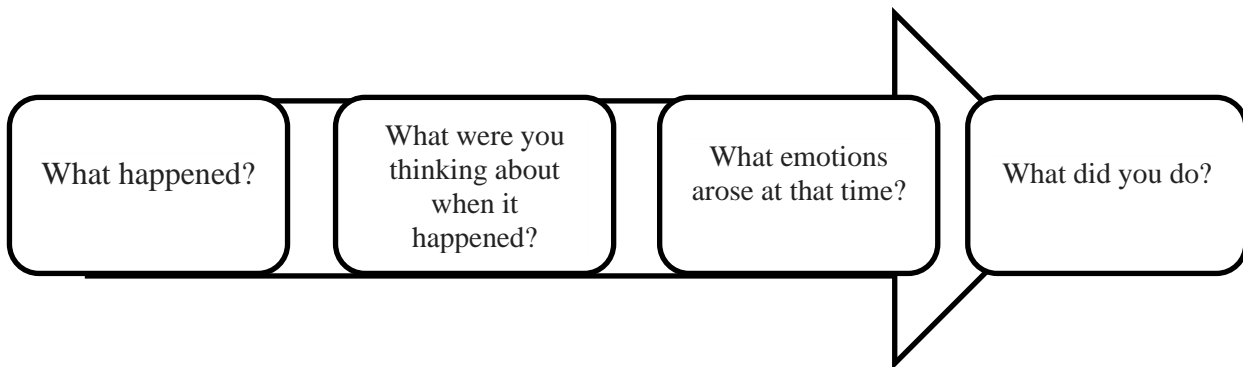
Achieving the goal is impossible without specific actions; and for their implementation, the will and motivation are needed. An important point is to allow subordinates to make changes to the plan if the initially approved actions do not give the desired result. All stages of the model flow logically and smoothly, but is not hard Structure. by design its creators The sequence of steps in the GROW model is not direct, but cyclic. A detailed study of reality can lead to before Togo, what will have to return and further more exactly rank the target. And even if she is at first was clearly articulated then on the second stage, it may turn out that it was erroneous and needs to be corrected. John Whitmore advises not to blindly follow the pattern, but also to trust your intuition, but only after you feel the power of the stages of the GROW model.

Characteristic models coaching SUCCESS

n o.	Abbreviation	Explanation
1	Session Planning	In coaching, clients often don't know what to work on. In fact, many coaches don't know either. This step - planning - will create a process structure, without which the whole process will be unorganized.
2	Uplift Experience	If you've noticed, most successful people succeed through the habit of seeking and focusing attention on the positive in any situation. So they get to the "heights". This is a type of behavior that anyone can imitate. It is vital to the success of the client - to remember and reflect on the positive moments of his life.
3	Charting Your course	on the this stage coach performs lot work. Exactly here the main work on the theme chosen by the client begins. Apparently, here will sound a bunch of questions which push on the right way to the goal.
4	Creating Opportunities	What does the client need to achieve? At this stage, the coach helps to determine him, which specific opportunities already exist, a which it can be created to achieve goals.
5	Expectations and Commitments	What is the client expecting to achieve? Personal change requires action as well as a commitment to commit to it. No one can change without taking action unless they have previously committed to doing so, which means taking action.
6	Synergy	What is the relationship between what the client is trying to achieve and how they feel about it? Without a doubt, a difficult time of change lies ahead. A significant reason why people don't finish the beginning case, there is then, what they in fact No sure, what do everything is right changing condition affairs. Probably, what they feel much better doing what they have been doing for so long, although they are eager for change. This creates a blocked energy that negatively affects the course of the process on many levels. Even more negative than you can imagine.
7	Summary	This step is a brief summary of what was being worked on during the session. This step could would be the most important co everyone. If a clients do not make an effort to save their thoughts and ideas that arise during the sessions, they are likely to quickly forget them, as only step over threshold. So that important ask the client what he has learned. This must be written down a No simply to tell aloud. Yes customer will receive much more session.

Model ABCD in process "From situations to actions"

The client's answers to the question will reveal to the coach what opinions and emotions were driving the client in the situation we are considering during the coaching session.



Next for the coach you need to understand what beliefs the client relies on, what supports him, and what beliefs limit him.

To do this, in this approach, there are five healthy thinking questions that correlate with five aspects: facts, goals, relationships / conflicts, emotions, health / life. Consider them:

1. **FACTS:** Or then belief works always? Or Yes is there always?
2. **GOALS:** Or then belief helps To you implement goal? Or then, what think (...), helps bring closer goal or postpones her on the longer term?
3. **RELATIONSHIPS/CONFLICTS:** Do you think that (...) helps you maintain relationships? Does persuasion help you resolve conflicts? Does this belief help you avoid conflict?
4. **EMOTIONS:** Does this belief allow you to feel the way you would like to feel?
5. **LIFE / HEALTH:** What do you think saves your life / health? Does this belief take away the health of your loved ones? Alternative on questions about life or health coaching client there is question about values. And if under time session before the coach knows what values controlled customer in life, then can ask question: "Or then Does your belief communicate your values?"

Appendix H

Structure activities professional development personnel

Group personnel	Periodicity			
	constantly	once per year	every 3 years	every 5 years
	development level education (form of education)			
Leaders	self-study	specialized seminars, coaching sessions	retraining	internship (including abroad)
Specialists	coaching, instruction	psychological trainings, modeling	internship	training for the purpose of retraining and advanced training
	Career			
Leaders	centrifugal growth	horizontal	vertical	horizontal and vertical
Specialists	centrifugal growth	horizontal	horizontal	vertical
	Motivation			
Leaders	non-monetary motivation factors			
Specialists	improvement systems bonuses			

Differences organizations and self-learning organizations

Attribute	Organization co conventional approach	self-learning organization
Smart Models	Installed stereotypes and opinions in a team of workers	impartial intellectual models
Search decisions	rightness individual opinions instead of searching.	openness before innovations and creative pursuits.
Type employee mindset	Linear thinking	New, "off-system" thinking
The attitude of workers to the new information	"Closeness" workers to new information	"Openness" employees to new information
Feedback	Unsystematic	Constant
Continuous development	Development as a result of achievement corporate goals.	Constant personal development as an end in itself, self-improvement

Stages effective plan implementation coaching

Name stage	Content stage
1. Decide with goals	It is necessary to decide what exactly the enterprise wants to achieve from its Coaching program. We need to look for problem areas in training. These are areas where coaching can help eliminate.
2. New Program Messages	For coaching to be effective, people must be aware of the program. To get maximum participation, you need to spread information in as many ways as possible: <ul style="list-style-type: none"> – newsletters and corporate letters of the company – discussion at meetings – printed reminder on bulletin boards – eminder to employees during personal conversations. When communicating information about coaching, it is important to present it as a benefit, not as a duty. Coaching empowers employees to improve their skills, perform their jobs more effectively, and move faster in their careers. Highlighting these benefits encourages employees to sign up for coaching.
3. Plan development coaching sessions	Once the program has been created and the appropriate trainers have been found, it's time to schedule the sessions. They should complement regular workouts. Ideally, coaching should be adaptive to needs. individual workers. Some people need more sessions than others. The main thing- do coaching affordable for everyone. The main thing- do coaching accessible for all who need it, and do this way, to people felt comfortable asking for help. By using virtual coaching, the layout becomes more flexible.
4. Support by management	At making organizational changes or implementation new initiatives, there is and other elements of daily organization that need to be changed. These changes are best implemented and supported when supported by senior management.
5. Evaluation of results	As with training programs, it is important to constantly measure the results of training and make the necessary adjustments. You should compare the effectiveness of the work of employees after coaching with those who have not yet done it. It is also helpful to receive subjective feedback from the coached and ask for advice on possible improvements. Subsequently, attention should be focused on improving the coaching system.

MODERN STAFF DEVELOPMENT METHODS: COACHING

Monograph

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