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SOCIO-ECONOMIC TOOLS OF ENTERPRISE DEVELOPMENT
IN THE CONDITIONS OF INNOVATIVE CHANGES

Abstract. The article discusses management tools that allow an enterprise to pursue an innovative path of development. In the context of innovative changes, when public and private interests are closely interconnected, all companies that care about the level of business reputation have decided to participate in one way or another in the new paradigm of forming and developing a successful business. In our opinion, it is based on human resource management from the point of view of the near-term prospects of becoming the main competitive factor of growth, as well as solving, to a greater or lesser extent, global problems in the field of sustainable development. Today every organization operates in an economic space where moral foundations, principles and culture are constantly evolving. Therefore, entrepreneurs and managers must build relationships with their subordinates, competitors and partners based on improved motivational strategy, ethics and social responsibility. This approach presupposes management consulting, mentoring and training, which makes it possible to realize the ambitions of professional and personal development of each employee in the context of the implementation of the enterprise development strategy.

Keywords: enterprise development, innovative changes, personnel, coach management, sustainable development, motivational strategy, personnel management, social responsibility, investor requirements, ESG.
In modern socio-economic conditions, where much attention is paid to the formation and development of a successful business and human personality, the development of human resource management and all kinds of developmental technologies and concepts of how to simultaneously achieve the success of an organization and its employees have become widespread. One of the sources of competitive advantages in the activities of enterprises is the formation of potential, motivation, talents, culture and communication of employees. The development of personnel, hidden skills and abilities of all employees, becomes possible with the use of innovative technologies for personnel management.

The purpose of our research is to develop technologies for social and managerial coaching as a component of human resource management for the formation of corporate behavior of employees based on the systematization of methods of personnel management and socially responsible business in conditions of sustainable development existing in domestic and foreign practice. The research results can be used to improve the efficiency of the company's personnel management system. Successful implementation of coaching will increase the creativity of the company's employees, help create a strong, motivating and unifying strategy of behavior, increase the productivity and competitiveness of the company.

The research methodology used: general methods of cognition (analysis, observation, comparison) in the formation of the main provisions of the research.

Today, one of the areas of management is gaining more and more popularity - coaching, which has emerged as a separate field as the science of management, practical psychology, sports coaching (mentoring), philosophy, logic and life experience. Through the introduction of coaching in enterprises, business performance can be improved through the individual development of leaders and employees, both independently and in teams. During a crisis, when the importance of a human resource is growing, the demand for this type of service, such as coaching, has increased. The activity of a modern effective HR manager requires the persistent skills of a manager-trainer as a procedural leader, which makes the process easier and more effective, facilitates interaction within the group; managing the discussion process, engaging the participants and structuring the work of the
group, who offers support to subordinates in the context of operational management. He directs the participants 'work towards achieving the set goals, moderates the results and monitors the participants' implementation of the rules set by the technology.

The concept, which is based on an economic approach, which considers a person only as a source of labor necessary for the implementation of production and management plans of the organization becomes obsolete. Modern concepts are based on an organizational approach, according to which the formal role of a person in the administrative system of a company is determined by his position, an employee is an element of the structure, but at the same time is the subject of industrial relations. However, administrative controls are also gradually evolving in order to achieve agreed goals and meet the needs of the organization and staff.

To understand the mission of the enterprise and achieve global sustainable development goals, the socio-psychological aspects in management theory should be improved, which enhance the role of the human resource, the need to find tools to reveal the capabilities and potential of a person and their development for the benefit of the organization and the state, while taking into account his personal interests and needs. The concept of human management is also gradually developing, based on the humanistic approach of sustainable development and social responsibility, where a person is the main subject of the organization, takes responsibility for the economic, environmental and social global level, its dynamics, that is, “the organization exists for a person”, and not vice versa. The focus is on the personality, its goals and expectations from the work, its values and motives, opportunities and abilities. As K. Besser-Sigmund and H. Sigmund wrote in their book: “People are no longer the resources of enterprises, but on the contrary, enterprises become resources for people” [1] (Besser-Zigmund, Zigmund, 2010). Effective communication of such workers is the basis for global life and a modern reputation hallmark of a competitive organization. Human resource management as the most valuable assets of an organization today is strategic, aimed at effective communication with people who make individual and collective contributions to the achievement of the organization's goals.
The introduction of coaching in an organization has not been fully researched and studied in all aspects: in particular, the question of the practical application of coaching in the activities of companies remains insufficiently disclosed. In connection with the current economic situation, many companies create individual talent management programs, developed taking into account the goals and characteristics of employees, use personal tools for employee development, one of which is coaching. At the same time, work is carried out with company leaders and teams of employees to provide them with individual and group support, as well as positive feedback to improve work results. Building a strong and adaptive corporate culture that will stimulate mutual responsibility of the employee and employer, the desire of all employees to financially, morally and psychologically invest in achieving goals, real desire and motivation to make it a “better company” by supporting the initiative at all levels of the organization, constant technical and organizational innovations, open discussion of problems.

The founders of the modern theory of coaching can be considered T. Gelway, B. Kriegel, D. Emery, D. Whitaker. Coaching was born in England. It is believed and as shown by the results of many years of research, only a qualified employee with extensive experience can be considered a coach. Coaching is an alternative management behavior to team control. Its main principle is balancing between the employer's desire for profit and the inner world of each employee, expressed in his principles, in other words, this is a unique method for everyone and for everyone. Thanks to such a wide distribution and popularity, the coaching methodology, which originated a long time ago, is constantly changing and acquiring qualitatively new features. According to the theory of coaching by J. Whitmore, large business representatives, along with the state, should be responsible for any social consequences of their actions, since any positive and negative changes in this industry immediately affect the well-being of not only citizens of our country, but of all countries, which are active importers of energy resources. In a crisis, it becomes clear that not only material benefits motivate a person to work, but, first of all, it is a thought and a goal. Coaching is a reality in which hierarchical subordination is replaced by support, accusations - honest assessment.
The form of coaching is determined by the management structure, development strategy and company values. Management and employees must value dedication, professionalism and the desire to continually improve. The company's corporate values are enshrined in the company's code of ethics, which aims to develop a corporate culture and ensure that company employees adhere to the traditional high standards of behavior in a particular industry. One of the main factors of success in work is a good organization, and its invaluable resource is qualified personnel. It is competent, courageous and serious employees, driven by the desire to progress, that guarantee its sustainable development and its effectiveness. Therefore, organizations must create all the conditions necessary for training, advanced training and career growth of professionals of different levels.

To form teams of professionals capable of making managerial decisions, companies rely on the training of a talent pool for future managers of the company, which ensures the continuity and continuity of management.

The strategic goals of serious organizations are reflected in the company's values aimed at increasing the personal potential of employees:

– personal awareness of the importance of safety;
– adherence to the principles of safety culture;
– focus on competence and a high level of professional training;
– conscientious attitude to their official duties, initiative and activity in the performance of official functions;
– professionalism in their activities and the desire to improve their professional level;
– teamwork skills;
– discipline and responsibility in the performance of assigned tasks
– honesty, decency and kindness;
– sociability, striving for complete and reliable exchange of information;
– attention and balance when performing work;
– striving to constantly improve production processes, safety and quality of work performed.

Medium-term plans provide for the training of a personnel reserve for senior
managers and management tools, as well as the implementation of training and advanced training programs for employees.

The company implements a personnel management strategy in which each employee has the opportunity to unleash his potential, benefit the company and his city, get moral and material satisfaction from the quality of the work performed. This personal approach to personnel management helps to ensure the effectiveness and sustainability of the organization's name as a whole, to ensure the efficiency and safety of each employee.

The use of human resources in the management system, along with training, mentoring and consulting, as well as coaching technologies, can help not only unleash the internal potential of employees, but also increase motivation - a component that determines the personal development of employees. The style of leadership in an organization, the level of qualifications of a leader who can act as a coach for his employees, introducing technologies for personnel development, corporate culture, building management strategies, are a powerful motivator.

Thus, the combination of the company's strategic goals of training a highly professional workforce capable of producing independent innovative solutions, with the growing adoption of coaching in the largest companies in the world and the effectiveness of its use, is the basis for considering coaching, in human resource management.

Coaching is a way of creating a society of people with an active life position who take responsibility for their lives through counseling and support, achieving personal goals by trained professionals, including social workers, educators, trainers and others.

Coaching as a management style is an organized space, interaction between a manager and his subordinates, which involves recognizing the uniqueness of each employee, trusting his abilities, promoting the maximum disclosure of his potential and leading to a new level of employee responsibility. Coaching as a management tool is the development and training of employees in the process of teamwork. In this case, certain methods of the technique of posing questions of joint discussion are used. In the course of an organization's activities, coaching can be used to address
the following issues: reducing staff turnover, increasing staff efficiency, building and motivating a team to perform complex tasks, preparing employees for career growth, teaching time management, improving organizational communications and team relationships. Also, coaching can be used for interviewing and selecting the best candidates for the position, diagnosing the corporate environment, developing a vision, mission of the company, and resolving organizational conflicts.

One of the goals of coaching in employee management is to organize the work process so that the subordinate approaches the manager with possible options for solving problems, is initiative, attracted and motivated. Due to production needs, companies are changing the requirements for the competencies of employees, which also provides for a change in managerial competencies of a manager, including the use of basic coaching skills in work. The use of coaching as a management style in an organization is associated with the need for personal changes in leaders, including top managers. The success of its implementation in the management of employees is in the hands of the manager, and specifically the manager is obliged to believe in the potential of his own subordinates, to give the right to make mistakes, to develop a non-judgmental attitude. Such actions create trust between the manager and the subordinate.

The coaching process is all about asking the "right, magic" questions. This is a format of conversation between a manager and an employee, which helps the latter to understand and realize their job responsibilities, role in the business process, purpose in work, find effective solutions to specific problems, while self-learning and unleashing their potential. The purpose of the coaching conversation is to help the employee independently learn everything necessary to achieve the goals, learn to take responsibility for the results obtained and feel their importance, importance for enjoying their work.

One way to integrate coaching into an organization is for managers to learn the tools and principles of coaching to apply it effectively. Consider further such a coaching tool as "Four Planning Questions", simple and at the same time deep, allows the employee to find motivation within themselves, develop an action plan and start acting to achieve the goal in any project.
The “Four Planning Questions” technique consists in the employee's answers to four questions: “What do you want?”, “How can you achieve this?”, “How will you support yourself if something goes wrong?”, “What will happen as a result?”. They are closely related to each other and allow you to support employees on the path to success. So further on about them in more detail.

1. The question "What do you want?" includes several additional questions that can clarify the situation and inspire the employee in the process of implementing plans, namely: "Why?" or "Why is this important?" The answers to these questions reveal the true meaning of the goal being achieved, its certain value (what a person wants at a deep level subject to his control), the goal becomes more significant for the employee, his judgments rush in the positive direction. When the subordinate has a clear idea of what he is striving for, you can move on to looking for an answer to the second question, how to safely achieve the goal.

2. The question "How can you achieve this?" also includes several additional questions: "What plan can be drawn up to make it easier to achieve the goal?", "What steps need to be taken to achieve the desired?" plan? " Detailing allows the employee to add the desire to move along the path to the desired one. Answers to such questions involve visualizing the time frame and actions that the employee will need to take to get the result, what skills and abilities will need to be developed, what resources he needs and how to use them.

3. The question "How will you support yourself if something goes wrong?" is related to the progress of the project and how to give it more value, strengthen or expand the commitment to the goal, the employee's confidence to move forward. Options for additional questions: “What can you learn on the journey to the goal?”, “How can you advance / move even further?”, “What will change in life when this goal is achieved? What will be different? " If circumstances change, the employee will be ready to move forward towards the goals set, with a number of sidings available. In doing so, the employee learns to consider a wider range of activities.

4. The question "What will be the result?" focuses a person's attention on studying the visual picture, analyzing the actions taken to reach the finish limit. A
A careful study of the obvious signs that prove that the goal has already been achieved eliminates the lack of clarity associated with the goal. Options for additional questions: "How will you understand when the goal has been fully achieved?", "What signals will help determine that the goal has been achieved?" Asking the question in this way will make the employee think about what factors will indicate that the goal has been achieved.

Corporate Social Responsibility is about achieving business success in an ethical manner and respecting people, society and the natural environment.

It's no secret that motivated employees - those who put their heads and hearts into their work - are the most dedicated to the organization's goals and are the best players on the team. For this reason, companies routinely keep their employees engaged, either through reward systems and public recognition programs, team-building activities, or other efforts - the list of tricks is essentially endless. Many methods and approaches have been developed to solve the problem of employee engagement and motivation. However, in most cases, such an important tool as corporate social responsibility (CSR) is not given attention in this regard - social responsibility is considered to be an element of public relations management. Nevertheless, people with great enthusiasm will work for a company with a positive image from the point of view of society, in such a company the internal moral climate is also noticeably better, employees are more satisfied with their work. Accordingly, the performance results are better.

People want to be associated with a successful organization that has a positive reputation and in every possible way avoid companies and partners with negative reviews. Discerning leaders recognize that CSR builds morale, which in turn leads to better performance. Employees of companies that recognize the importance of social responsibility are often more satisfied with their jobs, maintain similar values to the company, and are more committed to the process of achieving success.”

That is, coaching should focus on the following:
– to provide long-term prospects for personal development, business and sustainable development of society;
– create opportunities to influence changes in society;
– help to solve social problems, including the employees of the organization;
– to form the norms of morality in the organization;
– to ensure the establishment of friendly relations between managers and other members of society.

At the same time, the socially responsible behavior of the organization, the manager is associated with certain problems, the most significant of which are:
– violation of the principle of maximizing profit;
– an increase in the cost of production due to an increase in social spending;
– the impossibility of ensuring a high level of accountability to society.

Often social responsibility is accompanied by inept satisfaction of social needs, the organization of high-profile actions for advertising purposes.

Entrepreneurs and managers must strive to achieve a level of social responsibility that ensures the realization of benefits and the elimination of disadvantages.

Social responsibility is a derivative of values arising from the ethical standards of entrepreneurs, managers, and employees of an organization. In each society, collective, they have their own characteristics.

Each organization operates in an economic space, where certain moral foundations, principles, and culture have developed. Therefore, entrepreneurs and managers should build their relationships with subordinates, partners on the basis of ethics.

It is important to know what the staff was like in the past in order to understand how effectively they will progress in the future. People management, as the main task of management in organizations, is always based on a set of fundamental initial theoretical and empirical premises that form the paradigm on the basis of which the human management system in the organization is built. In the theory and practice of management, a radical change of paradigms has taken place and signs of a new turn in this area have been outlined. Business coaching has become a necessity in the corporate world. Companies understand that they cannot move in the right direction without incorporating coaching into their development.

The psychology of the organization has further strengthened coaching by
offering multiple strategies as well as supporting development counseling for key management personnel. Investors will drive growing demand for sustainable and renewable energy sources, along with greener and more sustainable transport networks and buildings. Now more and more the world economic community is paying attention to the topic of ecology. And more and more businesses are faced with the need to take this fact into account. Likewise, ESG principles are gradually turning from a choice into an inevitability.

ESG (Environmental, Social, and Corporate Governance) is a set of principles for managing a company. They show how the business is involved in solving environmental, social and governance problems:

– environmental principles determine how much the company cares about the environment and how it tries to reduce the damage to the environment;

– social principles show the attitude of the company towards personnel, suppliers, customers, partners and consumers. To meet standards, businesses must work on the quality of working conditions, monitor gender balance, or invest in social projects;

– management principles affect the quality of company management: transparency of reporting, management salaries, healthy office environment, relations with shareholders, anti-corruption measures.

For the first time, the ESG principles were formulated by the former UN Secretary General Kofi Annan. He invited managers of large global companies to incorporate these principles into their strategies, primarily to combat climate change.

Why ESG deserves attention, even if the fight for the environment is not the main topic on the agenda of your business? The fact is that more and more investors prefer to invest their resources in companies that support and implement ESG principles.

There is even an ESG rating of companies, which is compiled by independent agencies such as Bloomberg, S&P Dow Jones Indices, JUST Capital and others. Interestingly, there are no clear assessment criteria, so different agencies may assign different ratings to the same company.

Finally, more attention will be paid to biodiversity, as its loss continues to have
serious implications for our livelihoods and economies. Despite its widespread acceptance, ESG is a generic term that often means different things to different people. But at its core, ESG refers to environmental, social and corporate governance factors that create the foundation for investors looking to invest in companies that create solutions to the challenges we face in today's world. The global pandemic has disrupted virtually every aspect of our lives and exposed many flaws in our economies and social systems. More broadly, the pandemic has also had a profound impact on investing in ESG as there is a growing awareness of the need to tackle climate change and social inequalities. The pandemic has highlighted the need for greater diversity and inclusion, as well as social responsibility in local communities.

Over the past five years, environmental, social and governance (ESG) investing has become mainstream and has never been so popular. While threats to nature and biodiversity will be at the center of the debate, social issues will grab the attention of investors and global policy debates.

The influence of the cultural context on personnel management in the development of social and managerial coaching technologies seems to be relevant. For example, in Japan, an organization is viewed not as a workplace that brings together individual workers, but as a team. Such an organization is characterized by a spirit of cooperation, interdependence; life-long employment turns the organization into an extension of the family; paternalistic relations are established between superiors and subordinates.

Organizational culture - a holistic view of the goals and values inherent in the organization, specific principles of behavior and methods of response becomes one of the explanatory principles.

At the same time, culture is viewed through the prism of the corresponding standards of development, reflected in the system of knowledge, ideology, values, laws and everyday rituals external to the organization, social communities.

According to the humanistic approach, culture can be viewed as a process of creating a reality that allows people to see and understand events, actions, situations in a certain way and give meaning and meaning to their own behavior. It seems that
the whole life of a person is determined by written and especially unwritten rules. However, in fact, usually the rules are only a means, and the main action unfolds only at the moment of choice: which of the rules to apply in this case. Our understanding of the situation determines which set of rules we use.

Often, our understanding of an organization is based on the processes that generate the systems of meaning that are shared by all members of the organization. In doing so, one may ask the following questions: what are the general interpretive schemes that make the existence of this organization possible? Where do they come from? How are they created, transmitted and stored?

Human resources are becoming a significant competitive advantage. A new paradigm of the external environment associated with globalization, information explosion and sustainable development problems. The modern level of management assumes that the object of management activities are organizational cultures of various types, and not processes, people, their activities. Therefore, mastering the latest management technologies is impossible without mastering the foundations of the organizational and cultural approach, which gives a comprehensive understanding of the processes of evolution and functioning of various organizations, taking into account the deep mechanisms. Today's leaders see the culture of their organization as a powerful strategic tool that allows them to focus all departments and individuals on common goals, mobilize employees' initiative and facilitate productive communication between them. They strive to create their own culture for each organization so that all employees understand and adhere to it.

The system of value orientations of the future manager determines the content side of the orientation of the individual and forms the basis of her relationship to the environment, communications, to herself, forms the basis of the worldview and the core of motivation for life, the basis of the life concept and compliance with the paradigm of sustainable development of the world economy. Human resources are one of the most important elements in an organization, but they are very difficult to manage, especially in large companies. Relevant solutions remain: predictive monitoring of the market environment, assessment of factors influencing the sustainable development and competitiveness of the company, development of
roadmaps based on industry priorities and customer experience in combination with the formation, training and maintenance of human resources, complex synchronization of all types of activities, development of corporate culture, business reputation and competencies of information exchange.

A flexible management strategy using socio-economic and motivational tools is an important factor in a competitive, people-centered global economy and will help stimulate career mobility through lifelong learning and access to information for all investment players, increased focus on equality, racial justice and the environment ... Key institutional investors have taken this trend as business common sense, making resilience their new standard of investment. Modern Leadership Principles include an overview of Key Performance Indicators (KPIs) used to measure sustainability achievement, as well as additional information that can help build investor confidence, such as how corporate goals will impact sustainability and biodiversity. Younger audiences are more concerned than any previous generation where raw materials and ingredients come from and what their ecological and social footprint is. Social media has provided unprecedented access to the inner workings of organizations and empowered the public with a global voice in the information space.

Thus, using the socio-economic tools described above, we can formulate recommendations for transforming coaching into organizational potential - carrying out cultural transformation by articulating why coaching is valuable for the enterprise, as well as for individuals. Coaching in organizations is a social and management tool for personnel development aimed at improving the quantitative and qualitative characteristics of activities, improving the professional and personal skills of both managers and ordinary workers. The experience of many leading companies shows that the use of coaching in personnel management can improve 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. In the process of communication, the leader-coach encourages the employee to successfully achieve the goal by means of motivating questions. For coaching to work better, the relationship between the leader and those
in charge must be built on trust and partnership. It is impossible to implement a coaching management style without respectful attitude of the manager to his subordinates.

The introduction of coaching as a method of personnel management in enterprises will allow for qualitative changes in companies, namely, to bring the relationship of managers with subordinates to a high level and create conditions for the sincerity and openness of all participants in the process; to form the responsibility of employees for the decisions made and the results obtained; provide employees with the opportunity to manage their work: allocate time, determine the necessary resources that will reveal the internal potential of employees, create internal motivation, and also increase job satisfaction; take a fresh look at your life, improve its quality, get rid of internal barriers that impede the achievement of goals, and learn to find your own resources for both managers and their subordinates.

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