ANALYSIS OF THE PEOPLE’S POTENTIALS, THE MAIN OFFICER OF THE PROMOTIONAL COMPETITIVE CAPACITY

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The most relevant, in the modern conditions of the successful functioning of the Ukrainian economy, is the improvement of the existing enterprise management systems, the implementation of which is possible by increasing the competitiveness of the human potential of these enterprises.

The analysis showed that it is the development of human potential, in favorable conditions, can become a key catalyst for the development of an enterprise and ensure its intensive growth.

It has been determined that in conditions of rapid changes in the market environment, the company that has favorable working conditions and motivated personnel wins. In addition, special attention should be paid to the organization of relationships within the team, that is, relationships between employees. Consequently, the quality of its work and, accordingly, the effectiveness and competitiveness of the entire enterprise depends on the human potential, namely the correctness of its formation, depending on the abilities of each individual and the ability to adapt in the environment of the enterprise. The process of forming the human potential of the team begins with the recruitment of staff. In fig. 1 we have identified the basic abilities that a candidate must have.

1) Objective technical ability to perform functions in accordance with what the employer needs. A potential employee should choose a business in which he understands, and never do something in which he is incompetent, because knowledge is the main strength of the organization.

2) Ability for relationships. An employee is paid not only for his work, he is also paid for maintaining good relations within a group, a team. An entrepreneur should not be distracted by solving psychological problems of his subordinates.

3) The desire to succeed. He works well who wants to earn and serve the company, satisfying their own ambitions.

Fig. 1. A list of the basic abilities that a candidate for the position should have.
The next stage in the system of human potential formation is the adaptation of the newly elected employee.

The result of our study was a list of the main stages of adaptation of the newly elected employee in the enterprise system, namely:

1. The first stage - "Openness".
   At this stage, the location and openness of both sides is observed. The manager asks what the employee really knows how to do and how he will be useful to the company. On the other hand, there is a maximum desire to provide all the data and information, that is, the primary tools with which you can be useful to the company. At this stage, the type of inclination for future cooperation is determined.

2. Second stage - "Acquisition"
   At this stage, the knowledge and information necessary for the work are obtained, the present interest and a sense of novelty, for the manager for training and guarantee a great interest of the employee (long working day, shorter break, etc.). This is the main stage, which, in the case of improper organization, can turn against the enterprise, provoking a boomerang effect. The information that is transmitted should relate only to the specific functions of the employee to the extent that he can metabolize it. No more and no less. "The one that relates to the functions" means that the employee must isolate, that is, fully focus on the proposed job. Often, in the wake of initial enthusiasm and curiosity, an employee takes on responsibilities beyond his or her competence.

3. The third stage is "Stabilization".
   Having understood "how things are" and "how an employee works," the stage of stabilization begins. That is, the employee is immersed in the routine of duties, and the manager no longer checks the employee's motivation, does not think about the alternative (about the reserve and about the employee's promotion to a higher position) and, therefore, does not monitor how the employee performs the work. At this stage, unconscious motivations are consolidated, which reorient the attitude of delegation. In the case of a discrepancy with the interests of the enterprise, undoubtedly, an incorrect situation arises, when the "exactingness" of the employee leads to the transition to the fourth stage.

4. The fourth stage is "Imposing or Blackmailing."
   At this stage, the employee presents the halo of an irreplaceable person. He can make his claims, because he thinks that no one will replace. Arrives late, works slowly, increases the duration of the lunch break, does not meet deadlines for completing work, does not monitor payment, registration, planning, and so on. As a result, it performs only the necessary minimum of functions, it is not clear what it is doing. In addition, the employee hides information that only he knows from the area where he works, which can harm the operation of the entire enterprise if his claims are not heard.

Based on the analysis, we can conclude:

1. At the first and second stages, a dyadic connection is established. It is very important what type of dyadic connection arises between the leader and the employee. It is also important how it is possible to install it and, above all, it is possible to install it correctly.
2. The third part must be constantly monitored, while motivation is often neglected, since the employee is still working. Control should never be stopped, especially at the third stage.

3. A capable leader will never allow a situation characteristic of the fourth stage to arise. He knows what real motivation is, that is, he knows how to provide novelty to working relationships, even if this is already the third stage, he always controls the work process and employee behavior.

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