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ROZWÓJ REGIONÓW: TEORIA I PRAKTYKA***

***MODERN APPROACHES OF SOCIO-ECONOMIC  
DEVELOPMENT OF REGIONS: THEORY AND PRACTICE***

***СУЧАСНІ ПІДХОДИ СОЦІАЛЬНО-ЕКОНОМІЧНОГО  
РОЗВИТКУ РЕГІОНІВ: ТЕОРІЯ І ПРАКТИКА***

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### **1.16. Application of modern technologies in personnel management of the organization**

#### **Застосування сучасних технологій в управлінні персоналом організації**

The biggest challenge for a company is creating an organizational culture. It is easy to lose culture, mutual trust and respect, but it takes years to find worthy employees who are able to object without showing dislike [2].

It so happens that a company works in a labor-intensive, not capital-intensive sphere and the wages of employees are in fact the main item of its expenses, but at the same time employees are talented and effective professionals, and the problem is a drop in demand for its products in the market.

In such cases, it would be better to recommend transferring everyone to a shorter working day instead of layoffs. Let the company go into hibernation, and let the hassle of reduced workload and lower earnings become a “*common problem*” for the entire organization, including senior management, to save workforce. When a Japanese company is in dire straits, the first person to be cut is its president. If the situation gets even more serious, it is he who is the first to resign. In Japan, they do not start by firing ordinary employees - the Japanese believe that there are no bad soldiers, there are only bad generals.

*Creative thinking.* Previously, when the demand for a product or service was high, the company did not have enough time for a creative approach to business - to think about what else to do or how to do their job better. Now that the pace of economic growth has slowed and employees have free time, the time has come to entrust them with the work that will ensure the flow of innovation. In this case, the crisis will help make the company as cohesive, active and resourceful as ever.

In times of crisis, special attention should be paid to two critical issues: controlling cash flows and maintaining a culture of mutual trust and respect.

From the book by D. Collins “From good to great. Why do some companies make a breakthrough and others do not”.

One of the first steps of managers “on the way from good to great” is more logical for a manager at first glance - it will be choosing a direction of development, developing a vision for the future of the company, a strategy, and only then selecting personnel capable of implementing this strategy. However, in the work of D. Collins, we learn exactly the opposite opinion.

The leaders of great companies did not ask themselves the question of where to direct the vector of company management in order to then select a team for the chosen strategic direction. They “first made sure that all the “necessary people” are

on board" (and all unnecessary ones are outside), and only then they decided where to go "[3]. In fact, they thought differently, outside the box, namely: "... I really don't know where to go. And all I know is that if there are the right people on the ship and they are in the right places, and the unnecessary people remain on the shore, then we will somehow figure out where to sail in order to get to where we will be fine " [3].

It follows that the leaders of great companies know three simple truths:

First, *if you start with the question "who?"* And not "what?", Then it will be easier to adapt to the world around you. "If people boarded your ship just to sail somewhere, what would happen if, after sailing ten miles, you suddenly realize that you need to change course? You're in trouble. But if people are on your ship because they want to be with others, then it is much easier to change direction "[3]. Therefore, in order to be an even more successful company, the whole team needs to change the direction of development.

The second truth [3]: *if the head of the company* has assembled a team of "the right people", then the problem of motivation and management, in principle, disappears by itself. This team does not need direct guidance or incentives; he has enough self-motivation, due to the inner desire to achieve exceptional results.

The third truth [3]: *if a team consists of people who do not see the development* of the organization or, even worse, do not want to see and do something, then it does not matter whether the manager can choose the right direction and tactics for organizing a successful business - all the same, the leader will not be able to create a competitive and creative company. "A great strategy without great people is useless" [3]. With a lot of focus on senior management pay today, all of this must play a significant role in achieving outstanding results. How else can a leader "get" people to do what will lead the company to success? And this is a deep error, according to many years of research by the author himself in his assumptions.

It turns out that in order to be a successful company, the salary of employees is not at all a key factor: it is paradoxical at first glance, but the answer is still simple, the salary should be at the same level as that of competitors.

What is the secret of success then? The answer follows from the principle "who first": it is important not as a leader to pay for the work of his employees, the most important thing is "who is your top management" [3]. If managers are deep-minded, strategically seeing the ultimate goal of the production or any other process in their company, the so-called "correct", then they use all innovative and productive ways to achieve ultimate success so that the company achieves excellent results, and will not do it for the sake of personal enrichment, but because of professional leadership.

Successful or "great" companies have always adhered to one simple truth: the "right" people will do the "right" and achieve the best results they can, whatever the system of reward or motivation [4].

In recent years, crises of all kinds have become commonplace. However, even in such extreme conditions, managers need to see the positive moments, the very troubles and difficulties that a leader can commit when choosing a company's development strategy - these are poorly built business processes, lack of skills and knowledge in managing an organization, and this reason is more dangerous for the reason the formation of its bankruptcy than many external macroeconomic factors. The factors of the decline in the growth of income and employee productivity are caused by "internal crises" and its problems, therefore the main task facing company managers is an urgent need to solve, and sometimes even risky, internal organizational negative foci and problems.

Positive factors in the emergence of external crises consist in the fact that, as a result, in the companies, in addition to building effective business processes, the microclimate is improving.

First, the most "ineffective" employees, who cannot or do not want to work, will leave themselves or will be fired.

Secondly, at this time, many creative people appear on the market, which are just more necessary for managers when choosing the right strategy, which contributes to the final result, more creative and successful even in times of crisis.

The most difficult thing for managers in a crisis is the measures that have to be taken within the enterprise. The previous efforts of both employees, departments, and the enterprise as a whole are no longer enough to achieve the previous results. To maintain a minimum sales volume, companies desperately need new, innovative ideas, and subsequently, the use of actions to implement them, and at the same time, employees must see that the manager knows what he will do, even with the maximum risks, the most important thing is that the staff sees awareness in making management decisions, and the specificity of the jointly-accepted tasks of the whole team.

The uncertainty of the external environment will only increase during a crisis, so the points of support and stability will be felt less and less, but only due to the fact that employees will see that the manager is not afraid to make decisions, will trust him more, and thus, the feeling is removed imbalance within the organizational and corporate culture and the so-called "team spirit of the team" increases.

*How do some managers become more successful and stand out from the rest, less competent?*

*The authors proposed the most successful methods and techniques, based on the content analysis of scientific works of researchers and practitioners.*

*1. a successful strategist always looks to the future, not limited to solving immediate problems.*

2. *the strategist will not play all-in, ie recklessly and strategically not building a plan of specific actions, which should be based not on guesswork, but on an objective analysis and synthesis of possible risks.*

3. *thought very broadly; their goal was not only to manufacture a product, but also to create cross-platform platforms for developing a product or service in a multidimensional and versatile and innovative way.*

4. *acts at the tactical level. Nowadays it is creative to use business tactics from different spheres, especially from sports. For example, many company leaders use "judo tactics", where agility and speed matter more than strength, namely, they allow them not to catch the eye of a competitor, or vice versa, even to work fruitfully and jointly as partners until a strategically good moment for "Throw" [5].*

5. *Determination of the strategically correct vector for the entire company, which is one of the foundations of the corporate culture itself, but the most important point in this case is not to use dictatorial and totalitarian methods of management later and not to be a "hybrid manager".*

Interesting, in our opinion, are managerial ideas and techniques in personnel management in the book "Branson's Rules" by the author Daniel McLemore [6], who formulated the following methods and ways for their successful implementation by the team:

1. *"Department of People".*

The author has a negative attitude to the use of the expression "personnel department ... in the communication vocabulary ... I call these units" human departments "[6].

2. *Listen and ask questions.*

In managerial practice, a leader must be able to listen, "asking the simplest questions are the most important conditions for success in business, which are often criminally underestimated."

3. *Ability to delegate authority in the company.* To create a successful business, it is not enough to be a strong person. "... You also need to be able to delegate authority. Having created a business, you need to step aside. Help people run independent companies. "

One of the most important tasks of an entrepreneur-leader is to empower employees to make their own decisions.

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### **1.17. Innovative approaches in personnel management of the organization: a competency approach**

#### **Інноваційні підходи в управлінні персоналом організації: компетентнісний підхід**

*Personnel management technologies provide solutions to personnel issues facing each organization. With their help, high efficiency of employee management is ensured. The formation of professional competence is the result of the successful establishment of new methods of development in the context of a specific situation, values, health and knowledge [1].*

*Personnel management problems are encountered in many enterprises. However, as practice shows, the solution of many personnel issues depends on the management of the enterprise, but a preliminary analysis of the situation is required.*

*There is another problem related to personnel management, which is often encountered in domestic companies. We are talking about the absence of a unified system of work with personnel. Such a system involves the study of the abilities of specialists working in the organization.*

*Considering the main technological methods of management, the most important ones can be distinguished, when:*

- *recruiting personnel, increased attention is paid to the business and personal qualities of applicants;*

- *HR specialists carry out work using various technologies of personnel selection;*
- *new employees are assisted in effective adaptation.*

In the future, the technological process of management consists in the development of a full-fledged motivation system aimed at increasing labor productivity. Personnel management technologies are a tool of influence that helps to achieve certain goals.

*HR management* technology assumes:

- conducting a business assessment of applicants;
- career guidance;
- adaptation of personnel;
- business career development;
- career advancement and management;
- motivation of activity;
- providing informational, legal and regulatory and methodological aspects of management.

To ensure the sustainable development and survival of an enterprise in a changing market economy, efficiency criteria will help, in which in the first place is:

- simplicity of management, which consists in the presence of intermediate stages in the progress towards the main goal, the absence of unnecessarily complicated actions;
- reliability, when the strength of such technology has been worked out, there are duplicate techniques in case of failure of the initially applied technologies;
- efficiency;
- ease of use;
- practicality.

Efficiency depends on how skillfully the HR manager, the highest and the middle main link of the company, uses these methods.

Modern management is determined to implement technologies that help develop management plans for staff work.

Social technologies of personnel management work effectively if the work of the organization is stable, the financial condition is measured. The personnel service is assigned the main role at the turn of the implementation and implementation of public management technologies.

At the heart of the application of the social technology of personnel management of the organization is a system of direct and indirect material motivation of labor activity, which allows:

- increase labor productivity;