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MODERN PLACE OF COACHING IN THE PERSONNEL MANAGEMENT SYSTEM OF THE ENTERPRISE

Today, there are many modern highly effective management tools that contribute to increasing the overall level of efficiency of enterprise management. One of these tools is coaching, which is a powerful means of developing and using the potential of both individual employees and the enterprise as a whole, as well as a method of professional and personal self-realization and self-actualization. Along with classical management methods, various seminars, webinars, trainings, online conferences, etc., which are actively used by modern coach-managers for effective personnel management, are becoming more and more practical [7, p. 142].

Coaching is, in fact, a direct influence on a person in order to improve efficiency and obtain the desired result. Coaching in professional activities allows you to help a person find his vocation, become a real specialist or help an experienced employee successfully overcome a crisis of professional growth. A coach provides an opportunity for a person to find answers to questions, to understand what he specifically wants and to create conditions under which employees themselves will find the best solutions and ways to achieve their goals [1; 7].

We note that the use of coaching in personnel management is very relevant today and consists of several key aspects:

- promotes the development of management and leadership skills among leaders and managers, helps to improve communication, interpersonal and intercultural skills;
- positively affects the formation and development of internal team culture, helps employees understand their roles and personal contribution to team results;
- helps employees develop their potential, as well as increase motivation and self-realization, which contributes to improved productivity and increased job satisfaction;
- a powerful tool for resolving conflicts at the workplace;
- ensures increased competitiveness by investing in personnel development through the use of coaching, which, in turn, leads to an increase

in the quality of the final product or service, a decrease in costs and an increase in income;

- helps employees to adapt to new conditions as quickly as possible, develop flexibility and skills necessary for successful functioning in a changing business environment;
- contributes to the significant improvement of relations between management and employees, as well as improves communication in the team, helping to create a harmonious and favorable working environment, etc.

Coaching is an interactive process, the final goal and result of which for the employee and the coach is a qualitative increase in efficiency and ensuring the development of both the potential and the existing professional and personal abilities and skills of the employee to the highest possible level. Therefore, coaching technologies are a qualitatively new management tool, characterized by high efficiency indicators from their use in management activities [5, p. 216].

In today's reality, coaching has turned into an innovative tool for managing personnel behavior, which allows you to effectively solve the following tasks [2-4]: maximum use of the labor potential of employees; create and maintain a creative atmosphere in the team; encourage initiative; to form a powerful corporate culture; fully motivate staff; create a personnel development system and the necessary conditions for self-improvement, etc.

The use of coaching in the enterprise has a number of advantages and disadvantages that must be taken into account before using it in practice.

The main advantages of using coaching at the enterprise include: promotion of personal and professional development of employees; increasing the motivation of employees and their enthusiasm for work; improvement of communication interaction skills; assistance in the development of time management skills, as well as promotion of productivity and job satisfaction, etc. Disadvantages of using coaching at an enterprise are mainly related to: high costs, especially in cases where it is necessary to hire certified specialists; significant time limitations; lack of guarantees of success in achieving specific goals; against the majority of employees; impossibility of universal application to solve all business tasks; the need for comprehensive management support, etc.

To eliminate the shortcomings of the use of coaching, the following ways of overcoming them are possible [6, p. 86]:

- special attention should be paid to the selection and training of coaches;
- it is necessary to develop detailed coaching plans;
- it is necessary to actively promote coaching among the staff and demonstrate positive results;

- management needs to constantly evaluate the effectiveness of coaching;
- it is necessary to ensure that stereotypes are overcome and the basic beliefs of the company's management are transformed, etc.

We should also note that rapid digitization currently opens up new opportunities, but at the same time creates significant challenges for the development of coaching. We will present the main aspects of the development of coaching in the conditions of digitalization: the development of virtual coaching, due to which it becomes much more accessible; development of special electronic tools (software products and applications) for coaches, which helps to improve personnel management; the possibility of using data analytics, which helps in evaluating the effectiveness of coaching, identifying trends and determining the needs for personnel development; the introduction of artificial intelligence, which accelerates the automation of processes; the possibility of creating, thanks to digital tools, coaching programs that are more personalized and adapted to specific needs; significantly simplifying access to coaching for employees from different parts of the world, which opens up new markets and opportunities for coaches; constant improvement of communication tools, which improves effective communication; the need to take into account issues of ensuring an appropriate level of cyber security and data confidentiality; the development of online learning and resources for self-study, which allows employees to actively participate in their own development; ensuring integration compatibility of coaching tools with other business systems (for example, HR management systems), which contributes to improving the efficiency of management processes, etc.

Conclusions. Therefore, coaching is a very powerful tool that allows you to achieve significant results in improving the efficiency of personnel, as it provides an opportunity for each employee to fully reveal his inner potential and use it effectively in his professional activities. The use of coaching allows you to qualitatively increase the professional level of employees, their work productivity, reduce the overall level of conflict, contributes to the improvement of teamwork, the regulation of information flows, and ensures the achievement of high economic results. However, all this is possible only under the condition of its comprehensive implementation at the enterprise. Digital transformation opens up wide opportunities for the use of coaching and expanding its impact on staff development, but requires addressing issues in the field of cyber security and data privacy.

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