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## **COACHING AS A MODEL OF TRAINING AND DEVELOPMENT OF PERSONNEL OF CONSTRUCTION ENTERPRISE**

In the face of accelerated global competition and equal access to high and effective technologies, human resources are the most important resource for development, which allows companies to become more competitive in the market.

Today, the construction industry is one of the most meaningful and large-scale, based on the number of people involved in the production process. The personnel situation in this area, at first glance, is not a concern, because there are many construction professionals of different qualifications and levels of education, and it seems that selecting the right team to implement existing projects will not be difficult. However, this task is not so easy to solve. The reason is that the human resources are not fully involved. This state of affairs is partly explained by the fact that novice specialists do not yet have time to quickly acquire the necessary practical experience, resulting in an acute shortage of qualified personnel. As a way out, use the technology of retraining and advanced training of existing professionals.

The aim of the study is to analyze the impact of coaching as a method of management to improve the performance of construction professionals.

"Coaching" (from English coaching - tutoring, coaching) is a kind of training in which the coach (from the English coach - coach, instructor) helps the client or the so-called "coachee" (coachee) to achieve the goal [1 - 3].

Based on different scientific approaches to defining the essence of coaching as a categorical concept, it should be emphasized that in management practice it is used mainly in such aspects as: applied tools and a type of consulting for managers to help them improve their professional activities, achieve goals and solving managerial

tasks; technology that involves the use of democratic leadership style and established systemic thinking, based in some way on the organized technique of questions based on cooperation and feedback; management competence and a certain type of leadership that determines personal development through interaction with the team [1, p. 38].

Modern coaching is divided into several areas. In our opinion, it would be correct to distinguish two areas: coaching as a type of counseling; coaching as a management style. Thus, coaching is an independent method with its own philosophy, technology and rules. Unlike a consultant, a coach does not give advice, does not broadcast his own opinion, does not make decisions, does not provide ready-made technologies (how and what to do). It helps the leader to understand his goals, the causes of success and failure and to determine the direction of change in the behavior of the leader and, accordingly, changes in the development of the organization. A business consultant is given a specific task, which he is working on. In the situation with the coach, the real tasks are revealed in the process of work. The main purpose of coaching as a method of cooperation between managers and subordinates is to help the employee to find a solution to a real problem [2, p. 162].

Coach action algorithm: problem statement (agreed goals); analysis of the current situation; clarification of how the subordinate sees this situation; expansion and refinement of this picture; creation of an action plan; determining the timing of the plan; control and support in the process of plan implementation; intermediate and final feedback on the results of control. The coaching process never ends - each achievement becomes a platform for the next.

It should be noted that for coach management there are certain conditions and areas of its application, criteria for identifying the need and feasibility of its implementation. The first criterion is the style of leadership, ie in the authoritarian style of coaching does not work, so it is necessary to develop employees' initiative, creativity, responsibility. It is desirable that personal goals coincide with the goals of the organization. The second criterion is the experience of the employee, ie coach management is more effective when interacting with qualified specialists, managers, whose knowledge and experience allows us to offer new, more effective ways to solve problems. The third criterion is the type of task. Coaching is important when it is necessary to make ambiguous, risky decisions, when new goals are set [3, p. 144].

Coaching develops the best qualities and internal potential of both individual employees and teams directly in the process of work and thus increases its effectiveness. In the process of learning, an atmosphere of mutual respect and trust is gradually established, and good relations within the team have a positive effect on employee productivity. In addition, each employee receives emotional satisfaction from his work, which simply can not help but motivate him to perform their duties well, encourages employees to make creative suggestions.

Thus, coaching is one of the innovative tools for managing personnel and the company as a whole, influencing subordinates. At the same time, the task of coaching is to achieve maximum efficiency from subordinates. In our opinion, if coaching is carried out with the participation of senior management, it becomes one of the important aspects of management. At the same time, the leader acts as a partner to realize the potential of subordinates themselves. These two methods are the most practical for use in enterprises, because they are aimed at the development of each employee and the development of the modern company as a whole and lead to the fact that employees want to do their job and not work under duress. This attitude affects the human factor, which is one of the most important factors in the efficient operation of a construction company.

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