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MENTORING AS AN EFFECTIVE METHOD OF PROFESSIONAL DEVELOPMENT AND PERSONNEL TRAINING

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Summary. Nowadays mentoring is a very important part of personnel adaptation in a company. It helps to provide the enterprise with qualified and well-trained staff and to share the experience and corporative culture of the enterprise. In future the use of mentoring will bring significant results such as high level of competitiveness, solid team spirit, implementation of innovations and a new look at different complicated tasks. The article is devoted to study mentoring processes in a company. The main objective of the article is to research the concept of mentoring, to suggest different structures of mentoring and the features of this process in the company. It was proposed to consider the necessity to integrate all the elements into a united system of mentoring and to structure approaches to this instrument, depending on the scale and sphere of the enterprise. It was suggested to classify them into three main categories: formal, informal and mixed. Despite the differences in the various structures of the mentoring process the implementation is always accompanied by social-emotional, professional and personal development of staff. Due to the multi-stage nature of mentoring implementation most of the companies experience difficulties that can be avoided by providing a detailed analysis of business processes and informing staff about all aspects of a mentoring program.

Keywords: mentoring, mentor, mentee, professional development, adaptation, personnel, staff.

МЕНТОРИНГ КАК ЭФФЕКТИВНЫЙ МЕТОД ПРОФЕССИОНАЛЬНОГО РАЗВИТИЯ И ОБУЧЕНИЯ ПЕРСОНАЛА

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Аннотация. В настоящее время менторинг - очень важная часть адаптации персонала в компании. Он помогает обеспечивать предприятие квалифицированным и хорошо-обученным персоналом и разделять опыт и корпоративную культуру предприятия. В будущем использование менторинга принесет существенные результаты в виде высокого уровня конкурентоспособности, твердого духа товарищества, выполнение новшеств и нового взгляда на различные сложные задачи. Статья посвящена изучению процессов менторинга в компании. Главная цель статьи состоит в том, чтобы исследовать понятие менторинга, предложить различные структуры менторинга и особенности этого процесса в

компании. Считалось, что потребность объединяет все элементы в объединенную систему менторинга и структурирует подходы к этому процессу, в зависимости от масштаба и сферы предприятия. Было предложено классифицировать их на три главные категории: формальный, неофициальный и смешанный подходы. Несмотря на различия в различных структурах менторинг всегда сопровождается социально-эмоциональным, профессиональным и личным развитием персонала. Из-за многоступенчатого характера менторинга большинство компаний испытывает трудности при его внедрении, которых можно избежать, обеспечивая детальный анализ деловых процессов и сообщая персоналу обо всех аспектах программы менторинга.

Ключевые слова: менторинг, наставник, ментор, профессиональное развитие, адаптация, персонал, штат.

Problem statement. Nowadays personnel is the main resource of an enterprise which allows it to be competitive and operate successfully in the market. Today companies are particularly interested in attracting young professionals, who are characterized by innovative thinking and a new look to overcome the existing problems of the economy. Considering the significant difference between theoretical knowledge and business practice, managers are often faced with the problem of personnel adaptation to the organization. A system of mentoring can completely solve the problem.

Analysis of recent studies and publications. A great contribution to the study of mentoring was made by Kathy Kram who provided mentoring in four phases: the acquaintance of a young specialist with an experienced mentor, assessment of potential and exchange of experience; providing expert assistance; career growth and opportunity for the mentee to stand on the same hierarchical position as the mentor; establish equal relationship. Researchers K. Kram, D. Olien, S. Carroll, K. Dzhnanantonio specify the concept of mentoring, describe this process, provide a classification of a mentor's functions. Similar researches were done by Ukrainian scientists: O. Crushelnytska, U. Lisak, V. Savchenko, D. Melnychuk.

Outstanding elements of the general problem. Modern Ukrainian enterprises use only separate elements of a mentoring system, and therefore they lose the benefits of an integrated approach to this method of adaptation of personnel. It is proposed to consider the necessity to integrate all the elements into a united system of mentoring and to structure approaches to this instrument, depending on the scale and sphere of the enterprise.

Aims of the article. The main objective of the article is to research the concept of mentoring, suggest different structures of mentoring and study the features of this process in a company.

Exposition of the basic research material. Mentoring has been widely used in the education of young generations for many years. One of the most famous mentors in ancient times was Aristotle – the teacher of Alexander the Great. The idea of mentoring is reflected in Christianity. Traditionally, mentoring was used by craftsman, when an apprentice learned his duties with the help and support of the master. The master revealed all aspects of his work to the newcomer. However, this approach has significantly changed and today its role is more important.

Mentoring – it is a form of studying in the workplace with the main emphasis on a practical aspect. Mentoring means that a more qualified and experienced employee shares his knowledge and experience required for effective work. Consequently, mentoring is aimed at developing human resources of the company [1].

The Oxford School of Coaching & Mentoring regards mentoring as a situation when a mentor supports and encourages a mentee to manage their own learning in order to maximize their potential, develop their skills, improve their performance and become the person they want to be [2].

Mentoring involves a formal or an informal partnership, where employees receive information, advice and directions of how to work from experienced professionals. Usually it is provided in organizations that have experience and tend to promote employee advancement.

The final goal of mentoring is the establishment of a young employee as a member of the team who has the necessary competencies to perform tasks in an effective way and follow the rules of discipline at the workplace.

The main tasks of mentoring are [3]:

- acquiring knowledge required for work by young staff, learning the best traditions of corporate company culture;
- upbringing moral values such as discipline, thrift, honesty, professional responsibility for results at work, conscious and creative attitude to tasks;
- loyalty to the corporate values of the company;

- development of ability to perform independently and efficiently.

Today a role of mentoring in the adaptation process is obvious. Companies use this method more and more, because it allows them to prepare and to familiarize new staff with the peculiarities of the organization, its corporate values, objectives and position in the market. Such companies as «MTS Ukraine», «Coca-Cola Beverages Ukraine», «3M Ukraine», «KPMG in Ukraine» show a good example of the successful use of mentoring programs.

So, the programme «Mentoring» in «MTS» means an active form of employee training in the workplace, when more experienced colleagues share their knowledge and professional skills with others in an informal and friendly atmosphere. The programme allows «MTS» to achieve several important goals [4]:

- the company provides opportunities to experts to share their knowledge with newcomers;
- participating in the program, a mentor develops their own know-how, adding their unique knowledge to the company;
- through the active participation in the mentoring program the level of internal education system has risen. The program helped to increase the overall level of job satisfaction to 94%.

For the «Coca-Cola Beverages Ukraine» company the mentoring concept is much wider than just the transfer of knowledge from one employee to another using the model «Tell-Show-Do». They prefer to use the combination of different management styles – from the directive (clear instructions) to coaching (opening potential and strengths of the employees). The company has the golden rule «I'm developing by training others». Realizing that, the employees are open to mentoring, they understand that it is all for their own development and it leads them to the next level [4].

The mentoring program of «3M Ukraine» is a global initiative, which is open to all employees, no matter in which country they work. The global scale of this program allows the company to expand its network of international contacts between employees, share experience, solutions and ideas that have been implemented in different countries [4].

Fig. 1 shows the process of mentoring for new employees in the company, which includes three stages of development. Social-emotional development involves the formation of a beginner in the existing team, rapport with peers, improvement of skills to avoid labour disputes and conflicts, creation of a comfortable working atmosphere. Professional development means mastering all aspects of the profession. Identity development should be focused on the employee as a personality with their own initiative, who has independent views on the existing problems in the organization and is ready to take responsibility for decisions made.

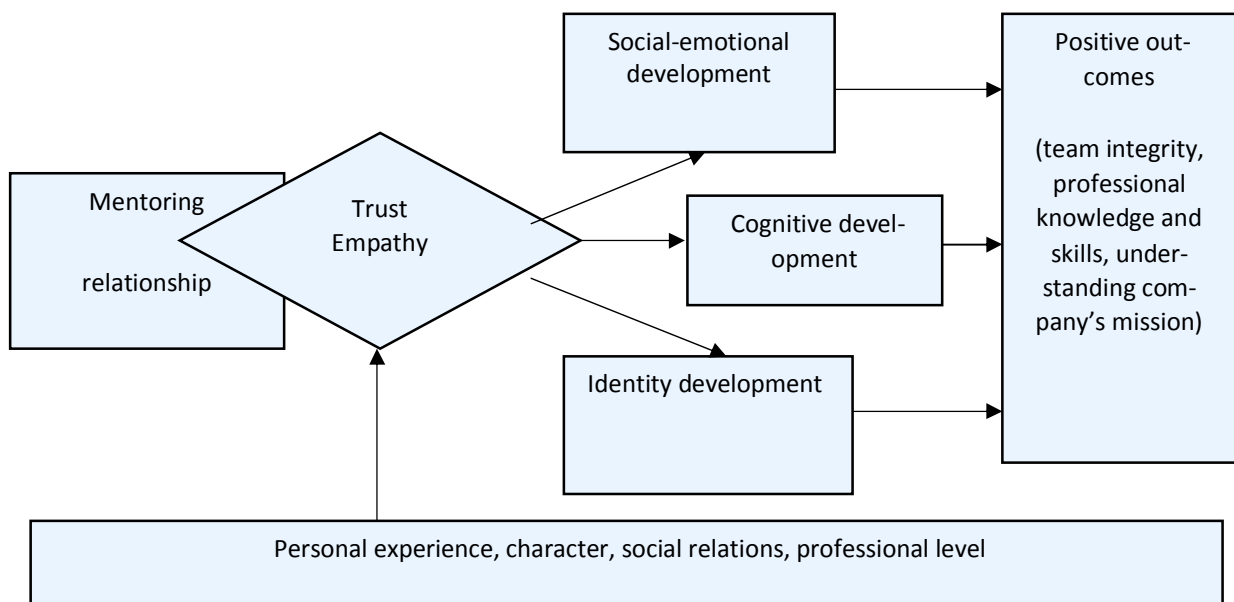


Figure 1 – Mentoring model for new employees in a company

** Developed on the basis of [5],[6]*

Considering the distinctive features of business processes in each company, approaches to mentoring are also different. There are informal, mixed and formal mentoring structures. The informal structure is used by small businesses, which employ not many people and do not have big financial resources for budgeting mentoring. In such organizations new employees pose questions to more experienced workers in an informal way. This type of

communication is not regulated by top management. The formal structure is used by large enterprises, which have a big turnover. Therefore, for the successful operation of the enterprise it is important to train new specialists on the special features of the organization. Most modern Ukrainian companies prefer a mixed structure of mentoring, as it does not require significant financing and at the same time can derive benefits from mentoring.

Table 1 – Comparative characteristics of mentoring structures

Nº	Characteristic	Informal structure	Mixed structure	Formal structure
1	Relationship	Experienced employees take the initiative	When the need arises employee chooses a mentor	Each employee has a mentor
2	Coordination	There is no need for coordination	A part-time mentor coordination	A mentor coordinates a mentee during the day with all issues
4	Mentoring approach	Informal communication about the problem and questions	Meetings holds only according to desire and need of mentee	Formal consultations with mentor in all matters that require coordination
5	Degree of training	The coach chooses the style of mentoring, based on his experience and desire	This method provides short mentoring training	Training is carried by a clearly defined long-term program
6	Budget	The budget does not provide	The budget takes into account costs for organization the program and payments for mentors	The budget takes into account costs for training mentors and payments for mentors

**Developed on the basis of [7]*

Before the development and implementation of a mentoring system in an enterprise, the HR manager should ensure that the main components of mentoring meet the objectives of the organization. These basic elements include:

1. Support from top management that allows the HR manager to promote this policy in the organization and to form a budget for its implementation.
2. Development of a mentoring programme that includes planning the number of mentors, their level of training and experience, position, promotion, special training and education.
3. Spreading information about the main idea of mentoring and the purposes for its use in the organization. The HR manager should encourage every employee to participate in the mentoring program on their own initiative, providing the ability to opt in or out.
4. Providing the mentor's preparation to the selected program. A mentor should clearly understand the company's goals, basic principles and features.

When the company starts the mentoring program in the workplace it might be better to think about the set of people, who should be part of your mentoring team. There are five main types of mentors: the coach, the star, the connector, the librarian, the teammate.

The coach doesn't solve problems for the mentee. The main role of the coach is to ask mentees questions to help them dig through what might be causing those problems. A good coach can also suggest perspectives on a problem a newcomer hasn't thought about. The star is a type of mentor who has reached significant achievements in his career. It's important to get to know how he operates, what he thinks about, how he prepares for big events. The personnel shouldn't copy his way to success but it's necessary to watch what he does and how he engages with other people. The connector is a person who has their own list of contacts and will help your employees to meet new people in business. The librarian knows all about resources in your organization and how they operate. It's helpful to have the teammate who understands staff problems and who can listen to what happens. It should be an optimistic person who will raise the team energy [8].

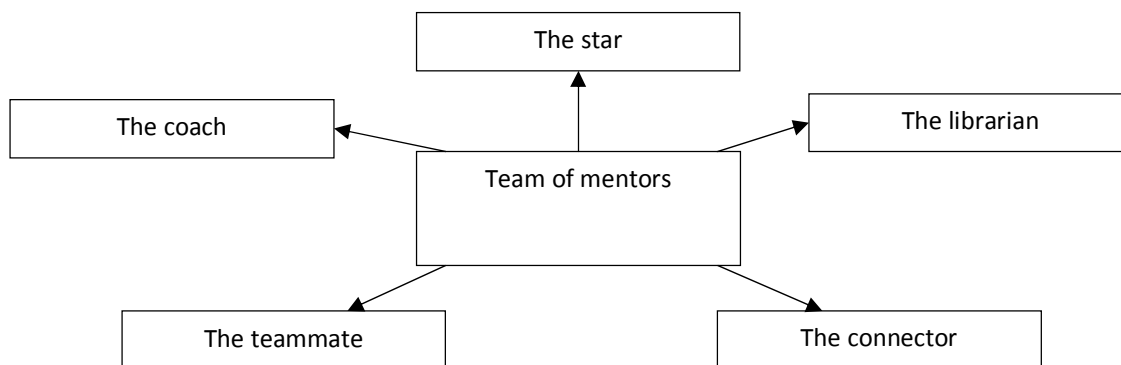


Figure 2 - Main types of mentors in a team of a company

**Developed on the basis of [8]*

The final stage of the HR manager's activity is to develop a mentoring program, which should be comprehensive, affect all spheres of life, use different techniques of training, have effective terms, establish positive relationships, be relevant in a cultural environment, including the evaluation system of results.

The implementation of mentoring in a company is a difficult, complex, long-term process that requires stages of planning, communication, training, and budgeting. Significant benefits of mentoring are reducing the time required to adapt the new employee; providing a company with well trained personnel; increasing the work ethics of personnel, team spirit; formation of staff reserve and the possibility of human development; reducing turnover and saving time and money on training new employees.

Thanks to the above a mentee receives help and support from a mentor; acquires experience; comprehensively gets to know the organization; develops interpersonal skills and increases their professional level. The advantages for the mentor are the enhancement of their authority and status in the team; participation in the development of the team; realization of their own potential and financial gain [9].

These benefits encourage managers to use mentoring in business, but the process is accompanied by certain difficulties. The first and main obstacle is the lack of interest of mentors and mentees in the program and psychological unavailability of mentor.

All these problems can be solved by developing a comprehensive system of incentives for mentors, that will regulate all tangible and intangible benefits of their participation in training and supporting the beginner. It is also important to use an integrated approach in the implementation of a mentoring system that means detailed analysis of a company, identification of problems in HR management, preparation of all documents that regulate the overall process of mentoring.

The mentoring program will be effective if all mentors in the company have the desire to help, are motivated to continue developing and growing, have confidence and an assured manner, have the ability to critique and challenge mentees in a way that's non-threatening, ask the right questions, listen actively and provide feedback [10].

Conclusion. This article throws light on the essence of mentoring as a basic element of personnel adaptation in a company. Domestic enterprises are turning to a system of mentoring more often, but each one creates its own structure of mentoring which depends on the scale and sphere of business activity. It was suggested to classify them into three main categories: formal, informal and mixed. Despite the differences in the various structures of the mentoring process the implementation is always accompanied by social-emotional, professional and personal development of staff. Due to the multi-stage of mentoring implementation most companies experience difficulties that can be avoided by providing a detailed analysis of business processes, information of all aspects of the mentoring program and motivation system.

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НАПРЯМИ ДІЯЛЬНОСТІ ОРГАНІЗАЦІЙ НЕКОМЕРЦІЙНОГО СЕКТОРУ ЕКОНОМІКИ У ЗАБЕЗПЕЧЕННІ ЛЮДСЬКОМУ РОЗВИТКУ

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Анотація. У статті розглянуто основні аспекти діяльності організацій некомерційного сектору економіки у забезпеченні людського розвитку. Результати дослідження отримані на основі аналізу досвіду діяльності неприбуткових організацій в Україні та світі. Розглянуті аспекти основних напрямків діяльності організацій некомерційного сектору у забезпеченні людського розвитку не отримали широкого вивчення. Предметом дослідження є соціально-економічна діяльність неприбуткових організацій у суспільстві щодо підтримки ідей людського розвитку та формування засобів їх забезпечення. Метою статті є аналіз діяльності організацій некомерційного сектору економіки у забезпеченні людського розвитку. Методичними засадами дослідження є системний підхід до вивчення, узагальнення та аналізу сучасних наукових підходів до визначення напрямів діяльності некомерційного сектору економіки у забезпеченні людського розвитку. Для підтвердження теоретичного матеріалу використанні статистичні дані. Забезпечення мети людського розвитку можливе за умови співпраці та вироблення спільних дій влади, бізнесу та громадськості. У цій системі особливе місце займають неприбуткові організації, які усвідомлюючи свою місію у суспільстві мають можливість забезпечити зростання людського потенціалу країни. В процесі дослідження з'ясовано, що неприбуткові організації впливають на людський розвиток, а саме на три виміри, які відображають ключові можливості у забезпеченні людського розвитку: прожити довге і здорове життя (вимір довголіття); набутти, розширювати й оновлювати знання (вимір освіченості); мати доступ до засобів існування, що забезпечують гідний рівень життя (вимір – матеріальний рівень життя). Здійснений аналіз основних напрямів діяльності організацій некомерційного сектору економіки дає можливість стверджувати, що вони впливають на умови і характер формування людського потенціалу через фінансування гуманітарних витрат, формування інформаційної інфраструктури та активізацію розвитку соціальної сфери тощо.

Ключові слова: людський розвиток, людський потенціал, концепція людського розвитку, некомерційний сектор економіки, діяльність неприбуткових організацій.