

Отже, в українській енергетиці (як і в будь-якій діяльності) важливо не лишень розробити плани (в тому числі й стратегічні) із високими (деколи й завищеними) стратегічними показниками/індикаторами, але й розроблювати та впроваджувати тактико-оперативні плани щодо їх подальшого досягнення в процесі реалізування енергетичної стратегії.

Необхідним також є всебічне виконання й інших класичних (загальних/основних) функцій управління енергетикою, а саме: організування, мотивування, контролювання та регулювання.

Послідовне виконання всіх зазначених основних/загальних функцій управління енергетикою (енергетичним сектором економіки України) дозволить досягнути встановлених стратегічних показників та гармонійно розвиватися енергетиці України, економіки країни вцілому, підвищити рівень енергетичної, економічної та й національної безпеки тощо.

Самі ж лишень плани, якими би комплексними, високоефективними та позитивними вони не були, без їх реалізування, так і залишатимуться лишень «хорошими» планами.

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THE COACHING-APPROACH IN TEACHING THE STAFF OF A MODERN ORGANIZATION

The world of work is complex and constantly changing. Fast paced and high pressured, it places increasingly tough demands on employees throughout organisations. Consequently leaders and managers at all levels need a broad portfolio of management and leadership tools and techniques to do their job effectively.

Coaching is a particularly powerful tool in the modern workplace – one that has proven to be a highly effective way of developing individual and organizational performance by unlocking capability. At its best, this key management tool can deliver considerable benefits, helping managers get the most from their teams, boosting employee engagement and developing high performing workplaces. Anecdotal evidence suggests that coaching is increasingly widespread in organizations. Yet there is little objective research to tell us for certain how organizations approach the use of coaching [1].

Coaching is normally undertaken by the learner's immediate line manager. Anyone, however, can coach or find themselves in coaching situations such as experienced staff, recognised technical experts or simply those who enjoy teaching others. Like mentoring, coaching will suit those who are interested in the development of others and who enjoy sharing their knowledge and experiences [2].

The role of a coach is primarily to ensure that the learner is achieving optimum on-the-job performance. This is done by providing regular hands-on leadership, clear guidance and direction as to what is expected from the learner, and on-going feedback about their performance. Ideally the coach should be doing this daily as part of the normal process of line management, all be it on an informal basis. The role of the coach in this context is [2]:

- making subordinates aware of how they are managing by, for example, asking questions on how well they have thought through what they are doing;
- controlled delegation;
- using whatever situations arise as teaching opportunities;
- setting individual projects and assignments;
- spending time in looking at higher-level problems as well as discussing the immediate job.

Most companies use coaching as a development tool: 80% of organizations surveyed had used or are using coaching. Another 9% are planning to use it. The more employees in the organization, the more likely it is to use coaching. 90% of organisations with 2,001+ employees used coaching in the past five years, but this fell to 68% of those with 230-500 employees.

More people should be able to benefit from coaching in organisations. At present stage only 52% of organizations make coaching available to all their staff. By contrast, 85% of organizations surveyed said that coaching is aimed at managers and directors, and middle management [1].

Organizations source more coaches internally, but use external coaches to coach senior executives: 83% of organizations surveyed source coaches internally, while 65% hire them in. External coaches are used primarily to coach senior managers. Interestingly, there is more rigour over selecting external service providers than internal coaches. Benchmarks of quality are still needed though in an unregulated coaching industry [1].

A greater focus on developing internal coaching capacity is needed. Most organizations recognise the value of coaching qualifications. Two-thirds (66%) offer development options for coaches such as in-house training (20%), management development programmes (11%) or one-to-one train-the-trainer support (8%). A third (34%), however, don't offer any support or development for internal coaches [1].

The benefits that are obtained are well recognised and varied. 95% of respondents saw direct benefits to the organisation, and 96% saw benefits to the individual. A broad range of specific benefits were identified including improvements in communication and interpersonal skills, leadership and management, conflict resolution, personal confidence, attitudes and motivation, management performance as well as preparation for a new role or promotion.

The coaching that is then delivered should be broad in its scope – going beyond the immediate workplace. The research indicates that this is where organisations enjoy the greatest return on investment. At its best, coaching addresses personal skills and development, as well as business and work skills [3]. It focuses on the doing and being elements of management and leadership – not just the knowing. It is about self-awareness and personal confidence, about building leadership ability, and not just job knowledge. Not simply challenging people, but encouraging people to challenge themselves. Which's why coaching shouldn't be seen as a remedial tool to correct underperformance. Good coaching is about achieving a high performance culture, not managing a low-performance one.

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ОНТОЛОГІЧНІ АСПЕКТИ РОЗВИТКУ АУТСОРСИНГУ

Одним з найважливіших питань для суб'єктів господарювання постає організація високоефективного виробництва за умов зростаючої конкуренції. Серед ключових інструментів, що дозволяє вирішити проблему організації виробництва та забезпечити системний підхід до управління є аутсорсинг.

Історія виникнення аутсорсингу не може бути схематично представлена у вигляді лінійного тренду. Однак, в історії розвитку економічних стосунків різних держав та в історії розвитку відомих світових компаній чітко простежуються елементи та випадки виникнення потреб в організації бізнес-