

ПРОГРАММЫ НАСТАВНИЧЕСТВА В РАЗВИТИИ МЕНЕДЖМЕНТА КОМПАНИЙ И ТРАНСФОРМАЦИИ БИЗНЕСА

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Аннотация: В статье приведены стратегические направления использования потенциала института наставничества в современном бизнес-менеджменте. В этом контексте рассматриваются задачи менеджмента компаний по отношению к работникам, анализируются задачи организационных трансформаций, повышения требований к корпоративной культуре. Использование теории социального действия И. Гоффмана позволяет раскрыть соответствующий потенциал наставничества в сфере бизнес-менеджмента. Наставничество в бизнесе основано на системе доверительных отношений, формирует безопасную среду для коммуникации и необходимую конфиденциальность в плане лидерства и треков профессиональной карьеры сотрудников компании. В статье подчеркивается значение наставничества и коучинга как инструмента повышения эффективности менеджмента компании в современных условиях.

Наставничество хорошо известно как способ профессионального развития персонала, однако его можно рассматривать и как важный элемент передачи неявных знаний и организационное обучение, при этом затраты на наставничество для компаний относительно невелики. Программы наставничества способствуют развитию личных и организационных корпоративных коммуникаций, имеют тенденцию к расширению за пределы организационных границ. Показано, что институт наставничества позволяет улучшить показатели по целому ряду направлений, включая открытие новых направлений на рынках, расширяя экосистему предпринимательской деятельности.

Ключевые слова: наставничество, менеджмент, управление компанией, коучинг, консалтинг

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MENTORING INITIATIVES IN MANAGEMENT DEVELOPMENT AND BUSINESS TRANSFORMATION

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RESEARCH ARTICLE

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Abstract: The article investigates strategic directions for using the potential of the mentoring institute in modern business management. In this context, the tasks of company management for employees are considered, as well as the tasks of organizational transformation and increasing the requirements for corporate culture. The application of I. Goffman's theory of social action reveals the corresponding potential of mentoring in business management. Mentoring in business is based on a system of trusting relationships that creates a safe environment for communication while maintaining the necessary confidentiality about the company's employees' leadership and professional career tracks. The author stresses the value of coaching and mentoring to raise business management effectiveness in the current environment.

Mentoring is widely known as a way of professional staff development, but it can also be seen as an important element of tacit knowledge transfer and organizational learning, with relatively low costs for companies. Mentoring programs contribute to the development of personal and organizational corporate communications and tend to expand beyond organizational boundaries. The article demonstrates how mentoring improves performance in a number of ways, including opening new avenues in markets and expanding the entrepreneurial ecosystem.

Keywords: mentoring, management, company management, coaching, consulting

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Relevance of the research

In the social sciences, there are many discussions surrounding the study of mentoring and mentoring requirements. In the process of professionalization, special attention is paid to the mentor's role, the behaviors and interactions they choose with the mentee, the development of the mentee's objective self-assessment, and the identification and management of motivation [Covaleksi, Dirsmith et al., 1998. P. 293].

On the one hand, mentoring is viewed as the integration of technology in personnel management and the exercise of power policies toward subordinates; on the other hand, it is seen as an application of technology in creating corporate policy through the collaboration of personnel and the organization's management.

The growth of academic ideas in management coaching and consulting has greatly enhanced the research on mentoring. Mentoring is seen as technology for the social exchange of social resources.

Some authors, particularly D. Clutterbuck, consider mentoring to be the exchange of not only explicit or implicit knowledge but also of emotions [Clutterbuck, 2006. P. 16]. According to S.P. Myasoedov, mentoring is a common way for management to achieve the objectives of the company's sociocultural and professional development [Myasoedov, 2019]

The institute of mentoring, consulting, and coaching

The institute of mentoring, consulting, and coaching assists in resolving challenging managerial issues related to the integration of young specialists, supports recently hired staff members, and fosters the advancement of career goals for the present staff members.

Recently, researchers have considered the mentoring institute in the context of organizational corporate culture to transfer the organization's knowledge and values to its employees.

Modern business is undergoing two types of revolutionary changes at the same time: generational and technological. In business management, it has become increasingly common to see the introduction of different interaction methods with the educational system. Examples of these practices include using mentoring practices and joint network programs for professional training.

Mentoring has long gone beyond educational institutions, and company management is increasingly using it to support and adapt employees. A growing number of company executives are expressing their wish to guide new employees and the younger generation as they enter the profession. However, it should be mentioned that there is a wide range of requests made by the company's management when introducing the mentoring institute. Some businesses favor female

entrepreneurs and leaders, while others prefer sector-specific leadership and mentoring in finance, digital technologies, and intellectual property.

The management of big businesses is increasingly requesting that coaching and psychology departments create collaborative programs with scientific and educational institutions. Studies indicate that companies and their management are starting to see the benefits of collaborating on professional development, mentoring, and talent management initiatives.

Many businesses claim that one of the key drivers of business development is the ability to select different business development areas through the acceleration of mentoring and coaching technologies. Businesses and educational institutions can establish beneficial business relationships through networked professional training and mentoring programs. Such forms of business collaboration enable not only the identification of young talent but also the creation of new startups for business development.

The complexity and intensity of work associated with contemporary workplace trends have led to a significant shift in the demands placed on managers. The management research of ex-director of "Deutsche Bank", professor H.J. Leichsering, which involved interviewing over 1005 managers, showed that managers in Germany were driven to identify issues with organizational development, take on corporate leadership responsibilities, and establish new goals in personnel management.

Mentoring as a way to support business growth

Theoretically, business mentoring (a professional, development-oriented relationship where an experienced mentor provides advice and encouragement to their mentee / protégé) is a cost-effective way to support business growth.

In the US, mentoring became popular in the late 1970s once it was discovered that mentoring played a significant role in developing leadership skills and attracting new employees. Since then, many businesses have implemented mentoring programs as an organizational and methodological approach to leadership development, which they actively use in personnel development and HR [Höher, 2014].

The initial focus was on promoting mentoring programs for specific target groups [Organ, 1997]. In particular, it has been used for intra-organizational promotion of mentoring and support for young managers [Bozionelos et al., 2014]. Mentoring programs are integrated into the personnel development of big corporations and companies [Shubkina, 2019].

According to studies on management and leadership, mentoring is an instrument for employee development [Allen et al., 2009] and is crucial for passing

along implicit knowledge and assisting staff members in their organizational training. Most businesses (75 %) use mentoring and coaching because it is a low-cost and quick way to improve competencies and skills; formal mentoring programs are frequently funded by the government.

Let us cite several reasons that are critical to the growing interest in mentoring:

- Activating the potential of female entrepreneurs whose career successes have gained some traction in the industry; establishing support networks for women in business; and implementing mentoring programs to promote women leaders.
- Implementing mentoring programs aims to integrate different social and economic groups in promoting business initiatives (investors, migrant groups, etc.), thereby contributing to social and economic inclusion processes.
- Realizing knowledge management programs based on improving and updating professional competencies gives a digital impetus to production and economic processes through the widespread introduction of mentoring programs.
- Enhancing training programs for middle and senior management personnel based on training programs and direct mentoring of personnel at the workplace [Blickle et al., 2005].
- Executing organizational change programs based on the phased introduction of change management programs and mentoring in the context of corporate culture renovation [Arkhipova et al., 2020].

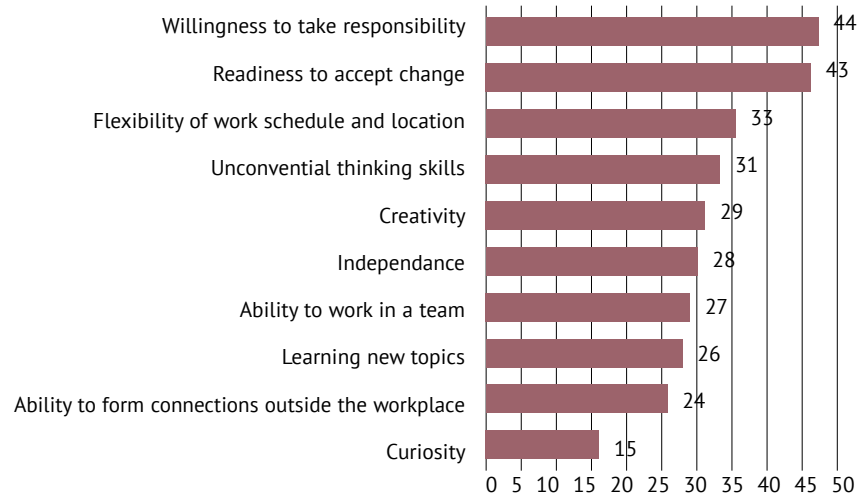
Numerous widely accepted theories link mentoring to the optimization of internal organizational communications. The primary goal of the mentoring system is to facilitate communication between the organization's newly hired staff and the personnel pool [Blickle et al., 2009]. In big businesses, mentoring is perceived as a particular form of networking. However, there are also differences. According to P. Davidsson and B. Honig, within the networking framework, employees' auton-

omy to acquire "implicit knowledge" is more prevalent than mentorship [Davidsson, Honig, 2003. P. 301].

Several business organizations incorporate mentoring into their network types of interactions through different knowledge transfer methods, such as group discussions, organizational-business games, barcamping, etc. [Higgins, Kram, 2001]. Many people see mentoring as fostering corporate and personal communications that tend to cross organizational boundaries, and this perspective has gained traction [Feeney, Bozeman, 2008].

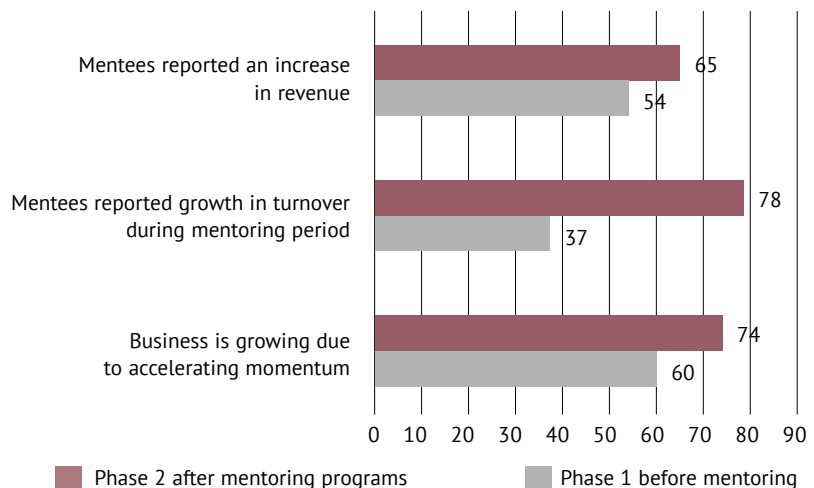
Let us use the international program "Youth Business International (YBI)" to encourage entrepreneurial

Figure 1. Key requirements of business executives to employees



Source: Compiled by the author based on the analysis of www.der-bank.blog.de, 2023

Figure 2. Key findings from Youth Business International (YBI) mentoring programs 2018, in % of respondents



Кадровые технологии

Table 1. Comparison of different forms of leadership reinforcement in business

	Mentoring	Coaching	Training	Change management	Business leadership experience
Business leadership experience	✓				✓
People-centered	✓	✓	✓	✓	
Transformational leadership is centered on	✓	✓		✓	
On the job	✓			✓	✓
Focus on business strategy	✓			✓	✓
Focus on implementation and execution	✓			✓	
Long-term transformation to the future	✓				

Source: PROSCI 2018 benchmarking report. P. 12.

initiatives among young people as an example of the effectiveness of the institute of mentoring in business. In 2016–2018, a relevant study was conducted among 1068 respondents from 42 countries who were young businessmen who participated in the program. The research program was carried out in two phases: in 2016, when program participants had not yet received counseling and were not assigned mentors, and in 2017 when the effectiveness of the mentors was evaluated following the program's implementation.

According to the study findings, establishing a mentoring program can help new business owners develop trustworthy connections with their staff and business partners, which has helped them succeed significantly in the business sphere. We can draw the following conclusions based on the survey's results: businessmen noted an increase in revenue after working with mentors of +9 % (from 54 % in the first phase of the survey to 65 % in the second phase); respondents also reported an increase in business turnover after working with a mentor of +41 % (from 37 to 78 %).

The mentoring institute enabled businessmen to improve their activities in different areas, including optimizing business ecosystems, developing supporting business infrastructure, increasing access to financial and investment capital, improving professional competencies and new qualifications, and acquiring new market-relevant skills. The outcomes of working with mentors make it possible to highlight how business networks and like-minded individuals are becoming more active and discovering new market trends.

Additionally, according to study findings on the application of mentoring in business, participants reported increase in their confidence in conducting business (+16 % from 58 to 74 %), competence in mana-

gerial decision-making (+16 % from 56 to 72 %), existing business development (+14 %), and understanding of business strengths (+15 %). These significant benefits show that mentoring, regardless of the size, form, industry, and specialization of the business, fosters both professional and personal growth. The study results demonstrated that mentorship is utilized by both young managers and experienced entrepreneurs with more than twenty years of business practice.

The respondents stated that the mentor contributed to the growth of the entrepreneurial ecosystem, the realization of the range of strategic information required for organizing work in the market, and the motivation to complete challenging and promising tasks.

Business transformation is based on market strategies, which require a thorough understanding of the market and customers. Particular transformations begin not only with new digital competencies for staff members but also with technology platforms that can recognize offerings that customers find promising.

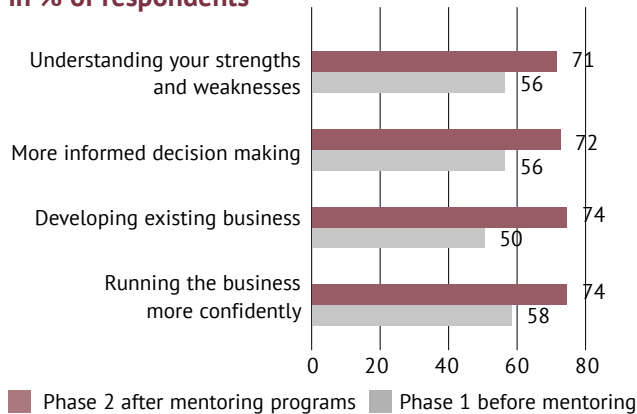
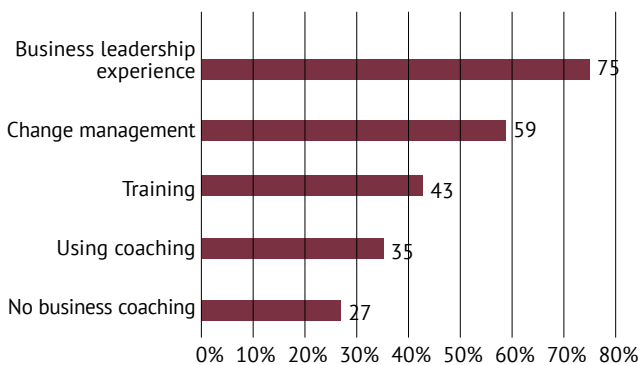
The effectiveness of the transformation process is measured by the actual change in the behavior of the company's employees as well as the utilization of new instruments and how effectively the new ways of functioning are applied. When business transformation brings customer satisfaction and increases profits, it is considered efficient.

Management consulting and business mentoring experiences add leadership insight to an organization or a project team. The combination of experience from both strategic and practical viewpoints makes business mentoring distinctive.

Mentoring can raise a company's transformation effectiveness from its current 26 to 75 %. The adoption of mentoring programs incorporates instruments for change management, coaching, and training in business transformations, which collectively improve transformation effectiveness by up to 59 % [PROSCI 2018 benchmarking report].

Business change processes can be met by mentoring and coaching programs as an instrument of leadership development. Mentoring, as a form of counseling, provides individual support to managers for positive and resource-oriented changes [Bickerich, Michel, 2012]. Coaching programs foster a leadership culture and successful change management, resulting in an overall impact on the organization [Stober, 2008].

To ensure an effective transformation, mentoring in business integrates the best practices of coaching,

Figure 3. Primary outcomes from Youth Business International (YBI) mentoring programs 2018, in % of respondents**Figure 4. Impact on effective transformation in business through mentoring**

Source: Compiled by the author based on analysis of www.der-bank.blog.de, 2023

training, counseling, and change management. Additionally, it incorporates company managers' personal experiences in market. Mentoring programs are seen as a cost-effective way to protect companies' investments.

According to S. Sue-Chan and J. Latham, mentoring programs with subordinates help mentors gain credibility and develop their knowledge of business and leadership issues. This helps to foster the kind of collaboration that is necessary to carry out business transformations [Sue-Chan, Latham, 2004]. J. Passmore notes that "coaches prefer organizational behavior models associated with mentoring in a company over coaching, such as knowledge of leadership issues and

market industry knowledge" [Passmore, 2007]. Consequently, in strategy- and technology-driven companies, only 26 % of management model transformations bring the desired result. Achieving organizational effectiveness requires overcoming "organizational legacy traps", negative practices of corporate culture, leadership, and ingrained customs. Employees frequently perceive the complexity and ambiguity of organizational behavior, as well as the technologies for implementing management strategies, in abstract terms. The purpose of business mentoring is to support middle- and senior-level managers during difficult situations. Mentoring usually results in a longer-lasting relationship between mentor and mentee and concentrates on the objectives and performance indicators for the employees and the business's long-term growth. A mentor is a more experienced professional willing to share their knowledge with someone less experienced in a mutually trusting relationship. A mentor's primary role is to provide potential changes for the professional growth of their mentees or employees.

Conclusion

Mentoring entails transforming leadership within the organization. Effective business transformation necessitates changes in the leader's work strategy as well as the existing organizational culture at various management levels within the organization. At the mentee's level, this will entail closing competency deficits and skill gaps, encouraging greater talent utilization among employees, increasing engagement, and improving workload in the workplace. At the corporate team level, a business transformation of mentoring programs addresses the issue of team dynamics and interpersonal conflicts; at the organizational level, increasing the strategic importance of mentoring in business may necessitate transforming the organizational culture and overcoming social inertia in the company.

Mentoring in business is based on a system of trusting relationships that creates a safe environment for communication while maintaining the necessary confidentiality about the company's employees' leadership and professional career tracks. A business mentor's goal is to expose organizational and human "traps," or taboos, that force any organization to navigate between employee deviations, problems with subordinates, and sociopsychological complexes that could impede the process of strategic business transformation.

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