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COACHING AS A NEW STYLE OF MANAGEMENT (КОУЧІНГ ЯК НОВИЙ СТИЛЬ УПРАВЛІННЯ)

***Purpose of the article:** identification of the main features of coaching as a separate management style.*

***Keywords:** Coaching, management, personnel management, staff.*

***Summary:** Recently, more and more people are talking and hearing about the new concept of "coach" or "coaching." Coaching is an instrument of personal and professional development, the formation of which began in the 70's of the XX century. The sources of coaching are in sports coaching, positive, cognitive and organizational psychology, in the idea of a conscious life and opportunities of continuous and purposeful development of man. So the question arises: can coaching be a new style of staff management or is it just a sports coaching support.*

Останнім часом все більше людей говорять і чують про нову концепцію «тренера» або «коучинг». Коучинг (від англ. «coaching» - коучинг) є інструментом особистісного та професійного розвитку, формування якого почалося в 70-х роках ХХ століття. Джерелами коучингу є спортивна коучинг, позитивна, когнітивна і організаційна психологія, ідея свідомого життя і можливість безперервного і цілеспрямованого розвитку людини. Тож постає питання : чи можна вважати коучінг новим стилем управління персоналу чи це просто спортивна тренерська підтримка.

***Ключові слова:** коучінг, менеджмент, управління персоналом, персонал.*

Coaching is interpreted as special training, as special teaching, specific coaching, etc., but in all cases the term means more. Anyway, coaching refers to the interaction of the boss with his subordinates and is part of the practice of the most modern and effective management. There are such coaching postulates:

1) For an effective activity, it is important to have a goal that people consciously set for themselves and for the achievement of which they feel responsibility. The coach must do everything so that the goal is accepted by the subordinate, employee, student, etc. as your personal goal.

2) Coaching includes methods for researching problems that may have several possible solutions. In this case, the main thing is to find such a solution, which will not only be technologically correct, but will also receive the support of personnel working to obtain a given result.

3) By coaching employee's identity is not considered as an empty vessel, which for effective activity must be filled from the outside with necessary information and instructions, but as a seed with enormous potential, which, with the help of a skilled manager, reveals its potential and as a result becomes a strong and powerful creation . The task of the coach (coach, teacher) is that each subordinate, student realizes his

potential in his chosen field, outlines actions for his disclosure, and successfully performs these actions.

4) The old view (approach) is based on the fact that we are only slightly larger than empty vessels in which anything can be placed. The new model (coaching) suggests that we are more like an acorn, which contains all the potential to become a mighty oak tree. We need food, encouragement and light to achieve this, but the ability to grow into a powerful creature is already embedded in us.

5) Problems should be solved a level lower than the one at which they arise.

6) Coaching focuses on future opportunities, not past mistakes.

7) Coaching serves to unlock the potential of an individual to maximize its own productivity and efficiency. It helps the individual to learn, rather than teach.

8) The effectiveness of coaching (mentoring), if it is done well, is largely due to the manager's belief in human potential.

9) The expressions “get the most return” and “your hidden potential” mean that much is inside the person waiting for its realization.

10) We need to understand people based on their potential for the future, and not on the effectiveness of their previous activities. Effective activity will not be as long as the person does not feel responsibility.

11) It is better to increase openness and responsibility through questions rather than instructions. From this it follows that the main form of verbal interaction of a good coach is precisely interrogative.

12) Coaching questions mobilize attention for an answer, focus attention for accuracy and create a feedback loop. Instructions of this effect do not reach.

Coaching is a type of professional assistance, a specific way of training and development, where the main method of a coach (manager, trainer, teacher, educator, teacher) is not in communicating ready-made knowledge or instructions, not in formulating answers to how to solve problems (problems), and in asking questions to the ward so that he himself, being motivated (recognizing the solution, asked the problems his personal goal, realizing the essence of the problem and experiencing responsibility for its solution), found the answer (the solution, the way of action) from his internal nick (intellect, emotions, intuition, logic, previous knowledge, their creativity).

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