

UDC 331.101:338.47

Shaposnykov K.S.**INNOVATIVE TECHNOLOGIES CORPORATE TRAINING:
START OF CREATIVE CYCLE**

Дана стаття присвячена висвітленню однієї з інноваційних технологій корпоративного навчання у сфері телекомунікацій. У статті на основі проведеного аналізу запропоновано модель функціонування креативного циклу в корпоративному управлінні операторами (провайдерами) телекомунікацій.

Ключові слова: інновації, креативність, корпоративне управління, національна економіка, оператор телекомунікацій.

Данная статья посвящена освещению одной из инновационных технологий корпоративного обучения в сфере телекоммуникаций. В статье на основе проведенного анализа предложена модель функционирования креативного цикла в корпоративном управлении операторами (провайдерами) телекоммуникаций.

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Introduction. The need to take account of the conceptual foundations of the theory of human capital in the formation of corporate governance strategies clearly and irrevocably proven in many studies of foreign and Ukrainian scientists [1-5]. Despite the variety of approaches and opinions, all authors agree that the basis for this approach is a new perception of the human factor corporate governance.

Unfortunately, the majority of domestic and foreign researchers consider modern corporate governance in the light of technological, financial, legal and other management systems, bypassing their attention creative approaches. However, despite the increase in research devoted to this subject, there is not only stagnation and sometimes reduce the impact of the introduction of new forms and methods of creative management [2, 4, 5]. In our opinion, this is due to a somewhat simplistic approach to staff development organization. The idea of training and development has inevitably impact on the thinking of business corporations institutional environment, and therefore this idea certainly has all the hallmarks of creativity.

Analysis of recent research and publications. In preparing the article used the labor of foreign and Ukrainian authors in related areas of science, such as research and technology strategies of corporate governance, institutional research features organize and study personnel and processes of corporations, research problems of formation of human capital in modern conditions. Among domestic authors, whose work devoted to this subject, known A. Oliynyk, O. Hrishnova, Ya. Kvach, O. Redkin, Y. Hans, N. Hrusch more.

In an effort to review the theoretical foundations of corporate governance in the light of the ideas of staff, domestic science continues to use the traditional norms of scientific knowledge systems. So today there is multi historical retrospective that features caused by concepts of effective formation and use of human resources, which from different perspectives exploring different authors. At the same time, we note that some of them are opposed that encourages further research, causes urgency and importance of the results of the study.

Setting objectives. Almost all modern domestic corporate form of business

organization in the telecommunications sector are able to use the theoretical justification for the transition to self-development in terms of corporate governance. However, examining in detail the technical and economic components of corporate business processes, our scientists bypass their attention creative management features that are imperative Ukrainian economy in the growing influence of the human factor in the transformation processes in the economic system. That is why the main goal of this work was to study the characteristics and start functioning creative cycle in terms of corporate governance operators (ISPs), telecommunications. It used the analytic-synthetic, comparative historical and methodical inductive device.

The main material research. Despite the apparent multidimensional manifestations of creativity, innovative technologies existing corporate training that can be effectively used in the practice of corporate governance operators (ISPs), telecommunications is not much. Consider one of them, which for us is particularly interesting since it implies launch creative cycle of three phases: a dreamer, realist and critic. It is our deep conviction when using any strategy guide operator (ISP) telecommunications should be aware that the strength of the chain is determined by the strength of its weakest link. For creative control most dangerous, in our opinion, is when such a weak link appears staff. It is then appropriate to launch creative cycle.

Creative loop group or team naturally stimulates the transition from corporate strategic vision to the development of process goals aimed at achieving the overall objective of the operator (ISP) telecommunications [2; 4; 5]. In our view, the key management group creative process is the ability divide routine role participants group or team on individual cognitive processes interactive, stimulating interaction needed to implement the plan. This goal, which stimulate the creative abilities of staff certainly are promising. In addition,

these goals are in a phase of long-term and short-term dreamer in phase realist.

An interesting from this point of view is the approach that says that any staff development strategy should recognize that different people have different capacity [2; 5]. One man more capable of being a dreamer, another realist, third critic, and therefore appropriate method to stimulate creativity in the team is focus on the development of each employee the ability to express themselves in all phases of the creative cycle. But there is another opinion [1; 3], under which it is necessary to identify, and then use the most pronounced ability of individuals.

Despite the existence of various approaches, we believe that the various business processes provider (ISP) telecommunications differently stimulate creative abilities at different stages of the creative cycle. We believe that effective organization run creative cycle for staff operator (ISP) telecommunications should include the existence of separate jobs for the dreamer, realist and critic. So, one of the most effective forms of group learning and encouraging creativity based on the fact that everyone has their roadmap. However, if the idea of a particular individual is taught by someone else, it increases the probability of formalization and enrichment. Further, we offer scientific and methodical approach to the launch and operation of the creative cycle (Fig. 1) in group learning and collaborative creativity for operators (ISC) telecommunications.

Mention that our approach provides for the existence of horizontal strategic vision in corporate governance provider (ISP) telecommunications. We justified this need that vertical strategic vision (which is inherent functional approach to corporate governance), when it decides supervisor for interpersonal relationships characterized by a hierarchy element, whereby the subordinate manager provides "the right instruction." In contrast to this approach, horizontal strategic vision (which is inherent in the

process of corporate governance organization) considers that each employee – value to the organization, and therefore no "correct instructions" can not be. It should be noted that the term "vision" also has important socio-economic nature, because our methodical approach involves the use of visual and symbolic instruments to stimulate creative abilities in a group context.

In addition, the advantage of our scientific and methodical approach over others is that it reveals the impact that different ways of understanding and defining "problem (ideological) field" plan or intention to exercise our ability to seek potential solutions field. Our approach is designed for groups of four people to achieve sufficient diversity. As we mentioned above, the creative cycle has three stages: dreamer,

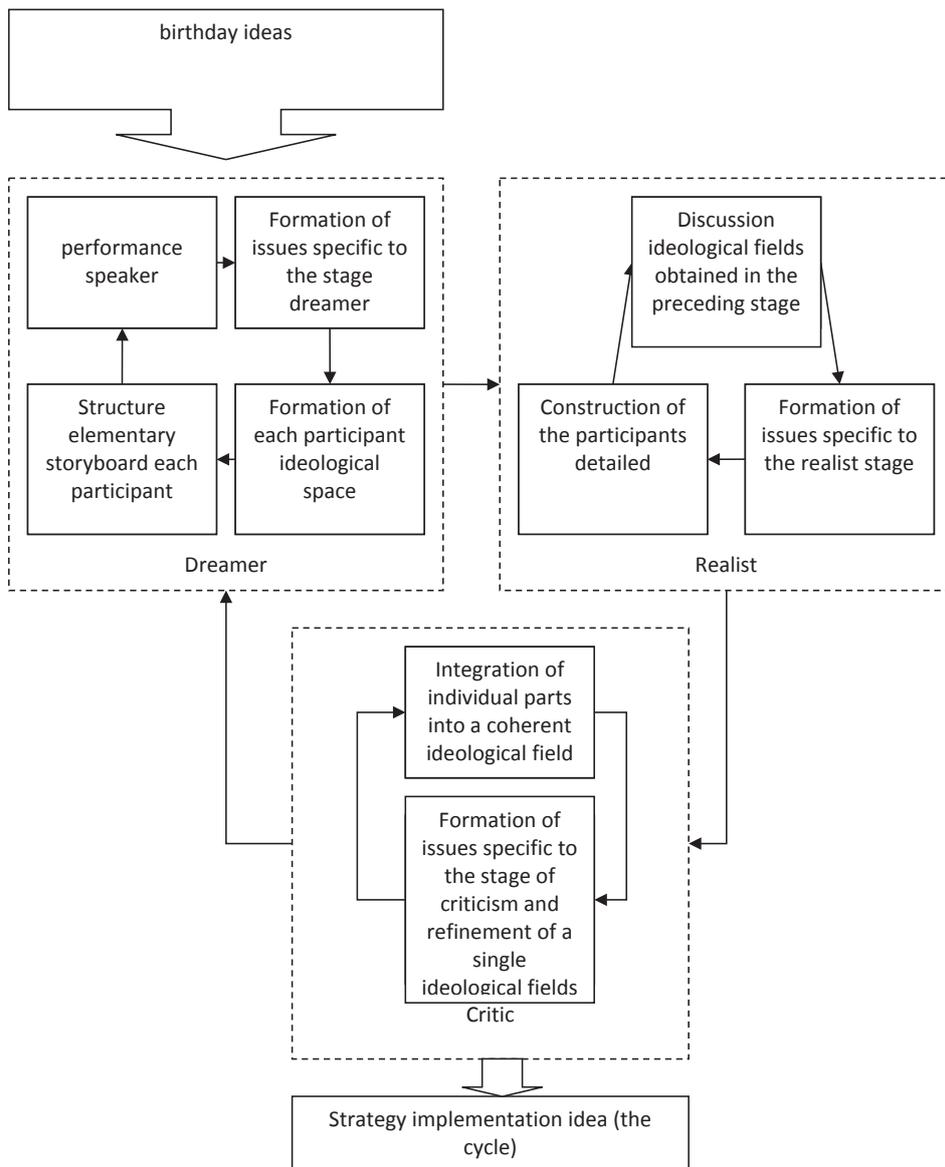


Fig. 1. The model of the credit cycle in corporate governance operators (ISPs), telecommunications

realist and critic. Will present our vision objectives functioning at each stage.

At one stage the dreamer of the group members (speaker) must describe the plan or the plan to other members of the group. The content of the problem situation or plan is unlimited. Listening to the Speaker, members of the group to make certain that the strategy of their behavior and physiology answered future dreamer. After complete description speaker "problem (ideological) field," group members should determine whether a reply was received to questions (questions that arise in the phase dreamer): 1. What do you intend to do? 2. Why do you intend to do and for what purpose? 3. What compensation will the effort? 4. How do you learn that it received? 5. Where do you want to come in the future, realizing this idea?

Phase dreamer in the horizontal strategic vision focuses on the representation on and increase in the perception of the ideological field specific plan or idea. Formation of the answers to these questions can help the speaker and other members of the group to expand, enrich and clarify their imaginary picture of the ideological field of design or plan. In the next stage, each member of the group (including the Speaker) should carry out the procedure elemental "distribution" ideas or plan. This basic "distribution" is carried out in very general terms and contains the entire plan or idea entirely. In passing, we note that the "distribution" can be made as any rough sketch or essay.

Everyone should independently make their own representative card without looking at the other pictures. Comparison of different maps and ideological assumptions fields enriches the idea of it. The group should explain their pictures, while not putting forward any proposals or decisions, without imposing Speaker way to implement the plan or the plan: they only show and explain his "storyboard". Then members of the group offered the following questions that are specific to realist phases: 1. what way will present the plan implemented? 2. How did you find out

that the goal is reached? 3. Who will do it? 4. When each phase will be implemented? 5. Where will execute each step? 6. Why should one particular step?

In terms of cognitive participants should act as if the dream is feasible and all the arguments apply only way to implement this idea or plan. Note that this action should prioritize and determine what steps need to begin the short term. Each participant group should also take an alternative position in relation to other participants and assess the plan from several different perspectives.

In the phase of criticism horizontal strategic vision assumes that all separate "divisions" should be integrated into one overall. We believe that it should make the speaker, which should establish feedback with the group and see how its own map was supplemented problem space each member of the group. This speaker re-formulates the plan or plan and provides the following approximation through a combination of new or "distribution". The team is currently considering the distribution of fresh eyes. We emphasize that the group may own or move to another location, or delay distribution at some distance from you. Then members of the group begin consideration of these matters specific to criticism phases: 1. Does the plan objectives and criteria, which formed its basis? 2. Why would anyone oppose this new plan? 3. Who will this new idea, who can it help or hinder that exist for this cause? 4. What positive includes current approach implementation plan? 5. How can I keep everything positive the implementation of this plan or idea? 6. When and where you would like to make this plan or idea?

In the "second opinion" group members should fully respect the physiology and behavior strategies criticism. At this stage, their goal is that, having considered the project from different points of view and found the weak links in the logical reasoning to reduce the probability of such problems. Emphasize that in order to be constructive critics, members of the group should first determine which parameters

have been met and to formulate their own "criticism" in the form of questions.

Once all the answers to the questions collected together, the group can appoint new speaker or may continue cyclical repetition of phases, gradually improving the plan (strategy implementation ideas).

Conclusions and prospects for further research. Thus, our scientific and methodical approach allows using hori-

zontal strategic vision iterative form optimal strategy for implementing the idea, while stimulating creative abilities of participants cycle. Logically the question of how best to form a group of participants and what features it will work, because some someone with different inclinations should combine in a creative team. The answer is likely to be offered even economics.

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INNOVATIVE TECHNOLOGIES CORPORATE TRAINING: START OF CREATIVE CYCLE

This article focuses on coverage of one of the innovative technologies cooperative learning in the field of telecommunications. On the basis of the analysis proposed model of the creative cycle in corporate management operators (ISPs), telecommunications.

Despite the apparent multidimensional manifestations of creativity, innovative technologies existing corporate training that can be effectively used in the practice of corporate governance operators (ISPs), telecommunications is not much. Consider one of them, which for us is particularly interesting since it implies launch creative cycle of three phases: a dreamer, realist and critic. It is our deep conviction when using any strategy guide operator (ISP) telecommunications should be aware that the strength of the chain is determined by the strength of its weakest link. For creative control most dangerous, in our opinion, is when such a weak link appears staff. It is then appropriate to launch creative cycle.

Creative loop group or team naturally stimulates the transition from corporate strategic vision to the development of process goals aimed at achieving the overall objective of the operator (ISP) telecommunications. In our view, the key management group creative process is the ability divide routine role participants group or team on individual cognitive processes interactive, stimulating interaction needed to implement the plan. This goal, which stimulate the creative abilities of staff certainly are promising. In addition, these goals are in a phase of long-term and short-term dreamer in phase realist.

An interesting from this point of view is the approach that says that any staff development strategy should recognize that different people have different capacity. One man more capable of being a dreamer, another realist, third critic, and therefore appropriate method to stimulate creativity in the team is focus on the development of each employee the ability to express themselves in all phases of the creative cycle. However, there is another opinion, under which it is necessary to identify, and then use the most pronounced ability of individuals.

Despite the existence of various approaches, we believe that the various business processes provider (ISP) telecommunications differently stimulate creative abilities at different stages of the creative cycle. We believe that effective organization run creative cycle for staff operator (ISP) telecommunications should include the existence of separate jobs for the dreamer, realist and critic.

Thus, our scientific and methodical approach allows using horizontal strategic vision iterative form optimal strategy for implementing the idea, while stimulating creative abilities of participant's cycle. Logically the question of how best to form a group of participants and what features it will work, because some someone with different inclinations should combine in a creative team. The answer is likely to be offered even economics.

Keywords: Innovations, creativity, corporate governance, national economies telecommunications operator.