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**COMPETENT APPROACH TO INNOVATIVE DEVELOPMENT OF ENTERPRISE'S  
INTELLECTUAL RESOURCES**

*The article is devoted to the issues of industrial enterprises intellectual resources innovative development based on the competence approach. Emphasis is placed on human-centrism, which plays a decisive role in the innovative activity of the enterprise in the knowledge-based economy. The necessity of improving the scientific and methodical tools for managing the development of industrial enterprise intellectual resources through the competence approach prism has been proved. The author's definition of the concept "competence approach" is proposed. A management system of the enterprise's intellectual resources has been formed in the context of its innovative development. The meaningful characteristics of the enterprise's personnel management are disclosed. The main measures of an organizational and economic nature are proposed, which ensure the positive dynamics of the enterprise's intellectual resources development in the implementing the competence approach process.*

**Keywords:** *innovative development, competence, intellectual resources, competence approach, intellectualization of personnel, personnel management, HR, knowledge management, creativity management.*

**Introduction.** In modern conditions, in order to ensure the competitiveness of domestic enterprises, strategic changes in management approaches are necessary – from management of functional subsystems and individual business processes to management based on competency approach. As a result, it is necessary to intellectualize management systems through the prism of the transition to a new managing intellectual potential model, the main components of which are intelligence, the transfer of organizational knowledge and intellectual capital, the subsystems mutual integration of knowledge management and personnel management, technologies and managerial orientation to changes [1].

Human-centrism plays a decisive role in innovative activity. For the sake of unique competitive advantages, companies strive to attract talented, creative, innovatively competent employees, and therefore, the demand for them is constantly growing. Therefore, the management of the enterprise personnel innovative potential needs to be developed on the competence approach basis, which is designed to form a model of employees professional behavior aimed at deepening their innovative competencies.

The above indicates that for Ukraine, providing enterprises with intellectual resources and competent personnel is becoming an increasingly urgent problem and one of the main priorities of socio-economic development and increasing the competitiveness of economic entities and the national economy in general.

**Literature review.** The problems of the innovative development methodology of enterprises based on the intellectual component with different depth degrees are crystallized by modern scientists. In this context, the competence-based approach to personnel development is an important aspect of modern research.

P. Griffin, the head of the international scientific project on the assessment and teaching of XXI century skills and competencies shifts the emphasis of modernity to the ability to think critically, the ability to interact and communicate, and a creative approach to business [2]. A number of authors

consider assessment and development of employee competencies to be a relevant strategic direction of personnel development management. Based on the results of the assessment, monitoring of the state of implementation of the work execution project for staff and the personnel development strategy should be carried out [3]. According to D. Korol'ov, the competence of an employee is a set of subjective and objective competencies that shape their competitiveness within the framework of a specific position at a specific enterprise and on the labor market in general [4]. In this context, S. Prokhorovs'ka notes that personnel competencies have become a strategic factor in the development of the enterprise, and successful enterprises create new knowledge, skills, abilities transfer them within the organization and quickly update the range of goods and services [5]. In work [6], it is proposed to carry out the development of innovative competences of employees according to the T-model by determining the range of organizational measures for their expansion and deepening. The competence approach should also be applied in the context of staff motivation [7]. This approach to remuneration for performed work is not only logically argued, but also brings the achievement of social justice as close as possible, since the evaluation of the employee's activity results through competence takes into account both the current and previous results of the individual's work. In the work of O. Herasymenko [8], an algorithm of the staff development process based on the competence approach is proposed, which defines the subject area of this approach spread sequentially: training, promotion (career) and evaluation of employee competencies. In our opinion, the sequence of the competence approach dissemination subject area elements in relation to the development of the company's personnel innovative potential should be as follows: training, assessment of competences, promotion.

Despite a significant number of scientific works, the competence approach integration into the intellectual resources of Ukrainian enterprises developing process in the context of structural transformations of the Ukrainian economy deserves attention. In general, this is an actual scientific problem that requires a solution at the theoretical, methodological, methodical and practical levels.

**The purpose of the article.** The purpose of the study is to substantiate the need and determine the prospects for the development of intellectual resources in the conditions of an innovative enterprise formation.

**Results and discussion.** Management of intellectual resources was usually considered as one of the enterprise's resources general management areas. Under these conditions, traditional bureaucratic approaches were used, which were characterized by low efficiency. In the process of managing intellectual resources, issues of hiring the necessary personnel and maximizing labor productivity prevailed, while human relations were not given attention.

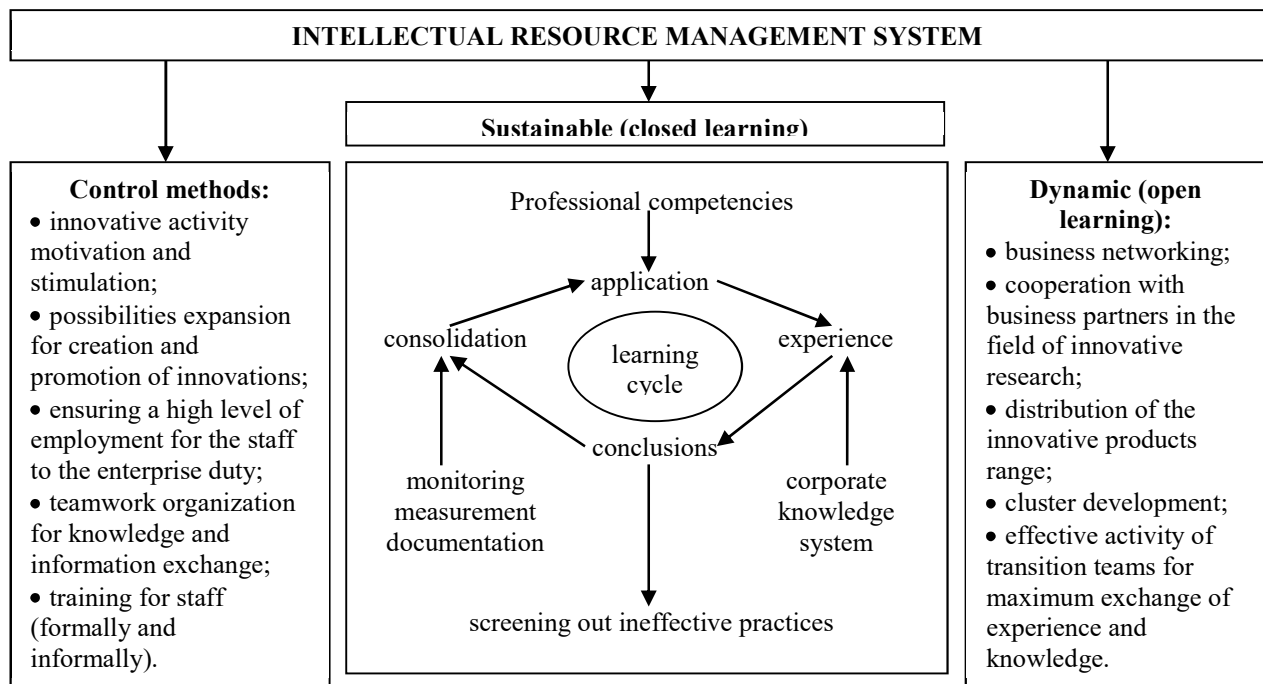
The situation began to change in 1980s. As competition in the global economy intensified, companies sought new ways to use the skills and abilities of their employees as a source of future competitive advantage. A vivid manifestation of this trend was the economic success of Japan in 1980s, a powerful indicator of which was the world developed countries business leaders. Japan's experience has confirmed that competitive success can be achieved, at least in part, by improving personnel management methods.

From this comes the understanding that the management of intellectual resources is a necessary condition for creating an organizational climate and culture in which the skills and abilities of employees can be effectively used for the enterprise innovative potential formation and exploitation. This basic recognition has led to the development of two approaches combining intellectual resource management models a set. The first models' set highlights the importance of managing employee relations in order to ensure their commitment to the enterprise and thus the best performance of the business. These models are known as "soft" models of intellectual resource management, because they assume the use of universal methods of personnel management. This approach involves the transition of the enterprise from controlling the personnel activities to a situation in which employees are interested in maximizing their own contribution to the development of the enterprise. Under these conditions, the practice of managing intellectual resources is associated with high management flexibility. New methods provide high organizational results, including higher labor productivity, lower staff turnover, and a higher level of creation and implementation of innovations.

Another set of intellectual resource management models ties it directly to business strategy and is known as the “hard” approach to intellectual resource management. This approach is focused on the formation of highly productive work systems. Under a strict approach, the role of managing intellectual resources is reduced to the development and translation of the main enterprise business strategy and the use of intellectual resources as a tool for its effective implementation. Under this approach, less attention is directed to training employees and ensuring staff commitment, more to stimulating intellectual resources as critical and strategically important resources for the enterprise, on which its competitive advantages can be built. At the same time, the company’s intellectual resources management strategy must correspond to its business strategy. The goal of a hard approach is to ensure that the work of the company’s personnel – is focused on its external (for successful competition in the market) and internal (for optimization of business processes) innovation needs. If successful, this approach makes it possible to build a mirror-symmetric innovative potential [9].

The idea of managing the intellectual resources of the enterprise’s innovative development is to choose an approach and corresponding management methods depending on the enterprise internal organizational structure, as well as on its external strategic position. Thus, the practice of managing intellectual resources should provide maximum benefit for the enterprise, both for its strategic position in the external environment and for its internal creative activities.

M. Belanger notes that in order to ensure the high intellectual resources management system productivity of the enterprise's innovative development, it should cover three concepts: production management (wider use of production systems, flexible quality management); organization of work (knowledge-based production processes and joint research activities) and labor relations (ensuring commitment of personnel to the enterprise) [10]. The intellectual resource management system of the enterprise in the context of its innovative development is presented in fig. 1.



**Fig. 1 – Management system of enterprise’s innovative development intellectual resources**

*Source:* developed by the author.

The general methods of enterprise managing intellectual resources in the context of its innovative development include the following:

- human relations management, which involves the creation of a favorable working climate, as well as the involvement and expansion of the employees rights and opportunities;
- knowledge management aimed at improving the process of gathering, distributing and using information and innovative ideas;

- creative management, which ensures high creative activity of the company's employees in order to obtain ideas as a source of innovation.

Let's consider the methodology of the enterprise managing intellectual resources in the context of its innovative development in more detail.

The field of human resource management considers innovation management primarily as the management of employees and their relationships. HR practices must create and maintain an environment that encourages innovation. At the same time, the staff must not only be motivated to create and implement innovations, but also have the necessary opportunities for this. In this context, an important role is played by organizational culture, which promotes the dissemination of new knowledge and ideas. One of the determining factors of innovative activity is the broad involvement of employees in enterprise management [11]. Enterprise management should motivate and encourage employees, promote creativity and innovation. Promising human resource management practices include: human resource planning, work flow organization, performance appraisal, establishing a reward system, career management and training.

In the process of planning intellectual resources, the enterprise must recruit, hire and retain those employees who will contribute to the creation and implementation of innovations. It should be noted that in order to encourage innovative activities, enterprises need to attract people with different personal characteristics, knowledge, experience and skills, using at the same time selective hiring methods. As part of the performance evaluation, it should be borne in mind that innovative success is usually associated with teamwork. Therefore, it is necessary to create favorable conditions in the context of work teams' formation. When evaluating the productivity of teamwork, it is necessary to evaluate not only the overall result, but also the process of teamwork and the contribution of each participant in this process. Incentives to promote innovation must go beyond traditional compensation systems. To encourage innovation, rewards and incentives should encourage risk-taking and encourage knowledge sharing between team members and the enterprise.

Knowledge management is an important method by which enterprises can increase their innovation potential. For the effective operation of the innovation process, it is necessary to constantly master new and unique knowledge in each of the sub-processes. This work begins with the acquisition of knowledge to create an initial innovative idea, and continues until the incubation and demonstration of the idea by a specific project management team. Thus, the potential of the enterprise in the field of innovation depends on the previous accumulation of knowledge. We will distinguish three types of knowledge, the source of which are intellectual resources – personal, organizational and social knowledge. They are defined as follows [12]:

- personal knowledge – a set of knowledge, skills and abilities of an individual employee, which he possesses and uses in his work;
- organizational knowledge – institutionalized knowledge and experience embodied in the company's activities and presented in the form of databases, directories, information systems and patents;
- social knowledge – knowledge embedded into a branch economic system, available to its participants and used by them through a system of interactions.

It is important to note that each type of knowledge accumulates and spreads in a certain way: personal – through individuals; organizational – through organizational processes, structures and systems; social knowledge – through networks and relationships.

Each of the three types of knowledge requires unique investment types. Investments in personal knowledge require attention in terms of human resources management and specialists training; organizational require the installation of devices and systems for storing and disseminating knowledge; social – development of tools to facilitate joint work and interaction of various business structures. The interconnection of all knowledge types within the enterprise facilitates the organizational knowledge deployment for learning and innovation. At the same time, personal knowledge is inextricably linked with social knowledge. Therefore, in order to fully realize the potential of employees and, on this basis, to increase the innovative potential of the enterprise, a synergy of personal and enterprise social knowledge is necessary.

Therefore, enterprises should strive to ensure that the practice of managing intellectual resources is aimed not only at developing the skills and experience of employees that support their stationary capabilities, but also at developing their abilities to cooperate and share knowledge to improve the quality of learning and innovation.

Joint practices of managing intellectual resources in the field of collective thinking increase the knowledge uniqueness and are of crucial importance for its dissemination within the enterprise. These methods include training and selection of personnel, development of teamwork skills, communication mechanisms, information sharing, mentoring and on-the-job training.

Managing creativity as a person's ability to generate new ideas or imagine new perspectives of using existing ideas is a necessary but not sufficient condition for innovation. In this context, creativity stands for the actual creation of new and useful ideas, while innovation is the process of developing and implementing new ideas. The main elements that influence individual creativity include expertise (knowledge of technical and procedural features of innovative activity), creative abilities and motivation, as well as a clear statement of innovative activity tasks. Creativity requires time and resources to generate new ideas. The extension of rights, opportunities and participation can be defined as key practices that contribute to ensuring the innovative behavior of the enterprise's intellectual resources.

Therefore, the managing the enterprise intellectual resources methodology in the context of its innovative development is quite flexible, and the choice of a certain approach and specific methods of managing intellectual resources largely depends on internal and external conditions, as well as the goals of the enterprise's development. Therefore, in the process of managing intellectual resources, you should not be guided by template solutions, but look for original ways of combining existing and new management methods.

The transition to the use of a competency-based approach to the management of intellectual resources appears to be particularly significant for knowledge-intensive enterprises. Acquisition, retention and development of competent employees represent a serious problem for all modern enterprises. It is even more significant for knowledge-intensive business structures, since the success of activities directly depends on their ability to manage intellectual resources, especially in the field of competences.

The transformation of the approach to the intellectual resources management occurs according to processes that rely on relations with employees, formed on the basis of trust, reciprocity and the provision of opportunities for development within the enterprise. Competencies are characteristics that enable people to perform their jobs successfully and in an exemplary manner. Identification, formation and assessment of competences are of crucial importance for the intellectual resources management model based on competence functioning.

The purpose of managing intellectual resources is to identify the characteristics of an employee that allow him to perform his tasks successfully in an exceptional manner, as well as to specify the rules of personnel work, paying special attention to the competencies of the employee. This approach makes it possible to stimulate the efficiency of intellectual resources management and use people's skills to obtain competitive advantages.

Within this approach, differences in individual abilities are taken into account to achieve specific work results. Highly skilled workers perform their tasks much more efficiently than others in similar positions and achieve completely satisfactory results. An enterprise that is able to identify the most promising employees and support their development can be effective without increasing their number. According to F. Klett, the main universal goals of the transition to the use of a competence approach to the management of intellectual resources are [13]:

- provision and development of employees' abilities to perform their work;
- achieving a high level of efficiency and competitiveness;
- ensuring the matching of competences and needs, which requires additional personnel training and sometimes retraining, changes in the place of work and organizational roles, as well as management flexibility.

Thus, the competence approach is an alternative to the traditional model of managing intellectual resources under changing market conditions. Competency-based management is a new trend in

intellectual resource management and provides more individualized management and development of competencies within individual career paths.

Among the different models of managing intellectual resources, the competence approach is particularly close to the idea of continuous learning, which focuses on the person as the main point of reference. In the competency-based approach, the focus is on the employee performing a specific job, not the job itself.

The concept of managing intellectual resources based on the competence approach is defined differently by modern scientists. A number of authors believe that a competency-based approach to managing intellectual resources involves consideration of expected results and organizational requirements from the employee's point of view, and not from the point of view of the position held by him [14]. According to M. Ennis, the competence approach to the management of intellectual resources assumes that practical activities are oriented towards the achievement of set goals, which are carried out in compliance with the principles of rationality, maximum effort and ethics. As a result, it is possible to distinguish such functions as: planning, organization, people management, process management, as well as control and correction [15]. F. Lievens and D. Sanchez believe that the competency-based approach to intellectual resource management should be used to measure and evaluate the competencies of all employees in order to determine the appropriate plan for their career development compatible with the company's business goals [16]. On the basis of the above definitions, it is assumed that the competence approach to the intellectual resources management is a set of coherent and interconnected intellectual resources managing methods in all areas, starting from recruitment and ensuring effective work through certification and motivation, development (in learning process) to promotion on service and dismissal.

In particular, competence can be the basis of the following actions: strategic planning of employment, recruitment of personnel, development of job instructions, conducting analysis of jobs, training and development of employees, evaluation of work efficiency, career planning, as well as formation of the system of remuneration of employees.

For the implementation of the competence approach to the innovative development process of the company's intellectual resources, an appropriate algorithm is proposed, which is implemented sequentially. At the first, methodical stage, competency cards are developed for the company's employees who hold various positions. Methodical documentation is created here, which will be used by enterprises to manage their intellectual resources.

The second preparatory stage involves the legislative consolidation of the transition to the use of the competence approach – new standards of enterprises intellectual resources management. This is necessary to initiate the process of transition to the use of the competence approach.

At the third implementation stage, the use of standards and competency maps is envisaged for hiring, rewarding and screening out the company's employees. In this context, it is advisable to make the transition to the competence approach gradually over several months.

The fourth post-implementation stage involves monitoring and evaluating the results of the transition to a competency-based approach, finalizing competency maps. It analyzes and compares the planned and real consequences of the transition of enterprises to a competence-based approach to the management of intellectual resources, as well as improving the methodical support of this process in order to maximize its effectiveness.

The designed algorithm is adapted to modern Ukrainian realities and takes into account the specifics of domestic enterprises functioning and development, which is its important advantage. The algorithm reflects the logic and sequence of actions for the successful transition of Ukrainian enterprises to a competence approach to the intellectual resources management, which ensures its scientific and practical value.

**Conclusions.** Based on the above, we offer the most priority and promising strategic directions for managing the innovative development of the enterprise's intellectual resources based on the competence approach:

- access to the latest knowledge and technologies. Employers must modernize production equipment and corporate knowledge bases as new technologies emerge. Majority of the most valuable representatives of intellectual resources are quite mobile and are looking for not just a job, but a learning

environment where they can expand and develop their knowledge, acquire new skills and take on additional responsibilities;

- involvement of employees into the enterprise management process. For this, a flexible organizational hierarchy (structure) is needed, which provides the possibility of interaction between the company's management and employees;

- establishment of employee incentives flexible system. Management of the innovative development of the enterprise's intellectual resources involves not only flexible material incentives, expressed in the payment of bonuses and premiums, but also flexible social incentives related to additional life and health insurance of the most valuable human resources, their additional pension insurance, etc. The company can also refer the most productive employees to training courses and programs on a free basis as a bonus. This will stimulate healthy competition in the work team. The flexibility of the forms of compensation can be an effective incentive for choosing an employer and maximizing the return on the job. Taking into account that modern enterprises are far from always able to provide their most valuable employees with significant salary increases, additional incentives are a promising solution;

- building an attractive corporate culture. To attract and retain the most valuable human resources, it is necessary to offer them an attractive corporate culture with the principles of which they agree. First of all, it is necessary to pay attention to such aspects of organizational culture as the attitude and requirements to the talent of the enterprise's employees, as well as the attitude to their needs and desires. Corporate culture enables the enterprise to attract like-minded people in the form of new employees, and is also a key identifier for customers and suppliers. Availability of training and professional development is no less important component of corporate culture than the balance of work and free time;

- creating an attractive, flexible and employee-approved balance of work and free time. This balance can assume different: weekly, monthly and yearly, as well as different work formats.

As a result, the involvement, maintenance, development and maximum effective use of the most valuable resources of the enterprise – intellectual, and ensuring high efficiency and global competitiveness of Ukrainian enterprises are ensured.

The conclusions and recommendations of the study serve as the basis for further scientific, theoretical and applied developments in the context of building an organizational and economic mechanism for ensuring the effective use of domestic industrial enterprise's intellectual potential in the knowledge-based economy formation.

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## **КОМПЕТЕНТІСНИЙ ПІДХІД ДО ІННОВАЦІЙНОГО РОЗВИТКУ ІНТЕЛЕКТУАЛЬНИХ РЕСУРСІВ ПІДПРИЄМСТВА**

**Проблема.** В сучасних умовах задля забезпечення конкурентоспроможності вітчизняних підприємств необхідні стратегічні зміни підходів до управління – від управління функціональними підсистемами та окремими бізнес-процесами до управління на основі компетентнісного підходу. Внаслідок цього необхідною є інтелектуалізація систем менеджменту через призму переходу до нової моделі управління інтелектуальним потенціалом, основними компонентами якої є інтелект, трансферт організаційних знань та інтелектуального капіталу, взаємоінтегрованість підсистем управління знаннями та управління персоналом, технології та управлінська спрямованість до змін. Людиноцентризм відіграє вирішальну роль у інноваційній діяльності. Задля унікальних конкурентних переваг підприємства прагнуть залучати талановитих, креативних, інноваційно компетентних працівників, а отже, попит на них постійно зростає. Тому управління інноваційним потенціалом персоналу підприємств потребує розвитку на засадах компетентнісного підходу, який покликаний сформувавши модель професійної поведінки працівників, спрямованої на поглиблення їхніх інноваційних компетенцій. Забезпечення підприємств інтелектуальними ресурсами, компетентним персоналом стає актуальною проблемою і одним з основних пріоритетів соціально-економічного розвитку та підвищення конкурентоспроможності суб'єктів господарювання і національної економіки загалом.

**Мета.** Метою дослідження є обґрунтування необхідності та визначення перспектив розвитку інтелектуальних ресурсів в умовах формування інноваційного підприємства.

**Результати.** У статті теоретично обґрунтовано необхідність інноваційного розвитку інтелектуальних ресурсів промислових підприємств на основі компетентнісного підходу. Наголошується на людиноцентризмі, який відіграє вирішальну роль у інноваційній діяльності підприємства в умовах економіки, заснованої на знаннях. Наголошено на ключовій ролі інтелектуалізації персоналу як основі якісного (інтенсивного) його розвитку в умовах економіки, заснованої на знаннях. Доведено необхідність удосконалення науково-методичного інструментарію управління розвитком інтелектуальних ресурсів промислового підприємства через призму компетентнісного підходу. Сформовано систему управління інтелектуальними ресурсами підприємства в контексті його інноваційного розвитку. Розкрито змістовну характеристику управління персоналом підприємства. Розроблено алгоритм впровадження компетентнісного підходу до процесу інноваційного розвитку інтелектуальних ресурсів підприємства. Алгоритм адаптований до сучасних українських реалій та враховує специфіку функціонування та розвитку вітчизняних підприємств, що є його важливою перевагою. Запропоновано основні заходи організаційно-економічного характеру, які забезпечують позитивну динаміку розвитку інтелектуальних ресурсів підприємства в процесі впровадження компетентнісного підходу.

**Наукова новизна.** Сформовано систему управління інтелектуальними ресурсами підприємства в контексті його інноваційного розвитку. Розвинуто методичні підходи щодо управління розвитком інтелектуальними ресурсами підприємств промисловості на основі компетентнісного підходу. Розроблено алгоритм впровадження компетентнісного підходу до процесу інноваційного розвитку інтелектуальних ресурсів підприємства. Алгоритм відображає логіку та послідовність дій для успішного переходу українських підприємств до компетентнісного підходу в контексті управління інтелектуальними ресурсами.

**Висновки.** Пропонуються найбільш пріоритетні та перспективні стратегічні напрями управління інноваційним розвитком інтелектуальних ресурсів підприємства на основі компетентнісного підходу: доступ до новітніх знань та технологій; залучення працівників до процесу управління підприємством; встановлення гнучкої системи стимулювання працівників, що дасть змогу створити здорову конкуренцію у робочому колективі; побудова привабливої корпоративної культури; створення привабливого, гнучкого й схваленого співробітниками балансу роботи та вільного часу. Висновки та рекомендації дослідження служать основою для подальших науково-теоретичних і прикладних розробок в контексті побудови організаційно-економічного механізму забезпечення ефективного використання інтелектуального потенціалу вітчизняних промислових підприємств в умовах становлення економіки, заснованої на знаннях.

**Ключові слова:** інноваційний розвиток, компетентність, інтелектуальні ресурси, компетентнісний підхід, інтелектуалізація персоналу, управління персоналом, управління знаннями, управління творчістю.

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