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Халықаралық ғылыми-практикалық онлайн-конференцияның мақалалар жинағында Форсайт әдіснамасы негізінде инновациялық қызметтің менеджерлерін даярлаудың өзекті мәселелері қарастырылған.

В сборнике статей международной научно-практической онлайн-конференции рассмотрены актуальные вопросы подготовки менеджеров инновационной деятельности на основе методологии форсайта.

In the collection of articles of the International Scientific and Practical online Conference, topical issues of the training managers of innovative activities based on the foresight methodology are considered.

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THE ROLE OF THE MANAGER IN THE INNOVATION ACTIVITY OF THE ORGANIZATION

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Abstract. Today, innovative activity is considered as the most effective means of increasing the competitiveness and development of the organization. In this regard, there is a growing demand for competent employees – first of all, managers who are able to accompany this process at all levels. The article considers the factors that influence innovation activity in the organization, as well as the skills and abilities necessary for a manager to ensure successful participation in innovation activities.

Keywords: Innovation activity; Competitiveness; Manager; Skills; Corporate culture.

In the conditions of increasing competition for each enterprise, the task of maintaining and improving its own competitiveness comes to the fore. Winning the competition means, first of all, winning in the development and implementation of innovations. Moreover, world experience is increasingly convincing that economic and social progress, ultimately, depends not so much on quality management systems, production organization, its technical equipment, but on the creative activity of a person, his desire to work with high labor efficiency, enthusiasm, desire for constant updating of knowledge and its implementation in the labor process.

Today, only one in ten enterprises is directly related to innovation, creativity and invention in production is practically discouraged, the aging of scientific personnel has become threatening, and the deterioration of the scientific and technical equipment fleet has reached a critical limit. The business community is still not ready to accept the innovative personnel produced by higher educational institutions due to the lack of ready-to-implement results of scientific, technical and innovative activities [1]. The lack of a developed innovation infrastructure over many years, the necessary motivation of commodity producers to use innovations as a means of competition – these and other factors determined Kazakhstan’s lag in the innovation sphere at the beginning of market transformations.

The relevance of this topic lies in the fact that modern conditions of business development, globalization, and informatization require professionally trained managers who are able to ensure the successful transformation of scientific and technical developments into an innovative product. At the same time, the peculiarity of innovation activity is the variability of the requirements for the style of the manager.

As the company matures, the requirements for the manager change, so the management style must also change to meet the new requirements. This means that for organizational changes related to innovation, first of all, managers must be ready for changes and training.

In the following table, we look at the factors that influence innovation activity in the organization:

Table 1: Factors influencing innovation activity

№	Attribute of the factor	Factors impeding innovation activity	Factors contributing to innovation activity
1	2	3	4
1.	Socio-psychological and cultural	Resistance to changes that can cause such consequences as a change in status, the need to find a new job, the restructuring of a new job, the restructuring of established ways of doing things, the violation of stereotypes of behavior, established traditions; fear of uncertainty, fear of punishments for failure; resistance to everything new that comes from the outside.	Moral encouragement, social recognition; provision of opportunities for self-realization, liberation of creative labor; a normal psychological climate in the workforce.
2.	Organizational and managerial	Well-established organizational structures, excessive centralization, authoritarian management style, the predominance of vertical information flows; departmental isolation, the difficulty of intersectoral and interorganizational interactions; rigidity in planning; orientation to established markets; orientation to short-term payback; difficulty in coordinating the interests of participants in innovation processes.	Flexibility of organizational structures, democratic management style, predominance of horizontal information flows, self-planning, allowing adjustments; decentralization, autonomy, formation of target problem groups.

Source: Compiled by author based on data [2]

Various factors affect employees in one way or another, and often many of them slow down the innovation process. It is necessary to distinguish a special category of people –innovative managers who, despite the factors that hinder innovation, are passionate about their job.

An innovation manager is a person who is able to implement a new idea, initiate practical implementation, and turn it into a viable, cost-effective product. The success of most innovative projects largely depends on the professionalism and skill of such people. Depending on the type of activity of the organization, the tasks of such a specialist can be very different: from the development of products based on new technologies (breakthrough innovations) to the creation of consumer products with unique properties (product modernization).

If we analyze the activities related to the elaboration and development of the production of a new product, we can identify five active working roles, or key functions that can be performed by an innovation manager and that are crucial for success: idea generation, entrepreneurship or "fighting for an idea", project management, information control, support and training of project employees[3]. The

lack of performance of one or more functions leads to the fact that the organization becomes unable to effectively implement changes.

A distinctive characteristic of innovative managers is adaptability to change, which means the ability to accept, and not only generate changes; to change yourself, and not only to want to change the surrounding reality. The "adaptive" personality trait of an innovation manager is its key difference from a manager, an entrepreneur. The main quality of an innovation manager, i.e. a person who is hired to implement a particular innovation goal – is the ability to realize the goal seen by the leader with the least loss. Thus, the optimization of activities, the choice of innovative strategies and effective tools for their implementation depend on the manager.

The innovation manager oversees the innovative solutions created by him and actively implements an innovative approach to the tasks of the organization in which he works. Its role is to promote the emergence of something new, and its global goal is to create a culture of innovation. Such a culture is a competitive advantage of the organization, and it is better to create it in the heart of the company, and not just by borrowing something from outside. Such an official duty is very stimulating, but at the same time it tests a person's strength. That is why the management of companies should provide all the necessary support to employees who are engaged in innovation in their organizations. The role of the innovator is often interpreted and evaluated incorrectly, but such a specialist can be really useful for the company, its employees and partners.

The key skills of an innovation manager are, first, soft skills. Secondly, it is the ability to think practically and pragmatically, because the changes created must be real and have a positive outcome. This person, by definition, is not afraid of change and is their guide. He must be both a thinker and a maker. Of course, it is very important that this person can be trusted. Innovators need to take responsibility, be bold, overcome their fears, and act. Innovative managers create the conditions in which their colleagues and companies in general realize their potential.

The innovation manager should be the personification and agent of change. This requires continuous search and research, constant problem solving. So it is better to be a specialist who can direct their knowledge and flair in a new direction, in other industries and generally think differently. Since the task of an innovator is to bring beneficial changes, he must also understand business development strategies, be a business developer. And of course, he must be a leader, able to influence and convince, managing several different tasks at the same time[4].

From specific knowledge, an MBA would be very useful to him, from personal qualities — perseverance, determination and the ability to think positively. Innovation can be not only a technology, but also a process, a culture, or an opportunity: it all depends on the goal and the project in which we want to implement it. It would be good for an innovator to get used to the state of uncertainty and learn to disagree. Ideas need to be generated right away, along with the way they are delivered (because they need to be translated into a language that can be understood by those to whom they may be useful) and specific solutions that will have a visible positive effect on the company's productivity.

When employees enter the enterprise, complex processes of their adaptation take place, their adaptation to the forms of remuneration, the peculiarities of the organization of production, labor, management, etc. Ideally, the identification of personnel with the company is achieved. The success or failure of this complex socio-economic process depends crucially on the corporate culture of the enterprise. Each employee is a well-formed personality, he carries in his mind the cultural values he received in the family, school, etc. Entering the field of work, he correlates his values with the cultural values of the enterprise. And here you can see two possible options. The first option is a match of values. In this case, the employee is identified with the company. The second option is that the values do not match. In this case, there is inevitably a contradiction between the values of the employee and the values of the corporate culture of the enterprise. The first option opens up the possibility of long-term successful work for the employee. In the second variant, the employee inevitably has social and psychological difficulties, which lead to the appearance of tension between the employee and the enterprise. It can be resolved by the dismissal of the employee.

However, not every corporate culture of an enterprise encourages employees to innovate. The cultural value system of most domestic enterprises, as a rule, does not contain the values of innovative activity of employees. Moreover, the socio-psychological environment of enterprises is characterized by the suppression of innovative activity of enterprise personnel. Kazakhstan's enterprises face a task of strategic importance — to create a corporate culture that would contain the values of innovative activity of personnel, which would generate the desire of employees to create, create new things, improve everything around them in the production space.

One of the elements of the corporate culture is the involvement of personnel in the affairs of enterprises. It is especially important in the innovation activity of managers, since not only the manager-innovator must be involved in the process of continuous improvement, development and implementation of innovations, but also his subordinates must be captured by this activity. Currently, there is no single definition of the concept of "employee engagement" in science. Based on the analysis of many definitions of the concepts "involvement of employees of organizations" by different authors, we suggest that the employee's involvement is understood as his internal positive feeling, the state of approval of the organization's activities, the employee's desire to show their abilities and talents for the benefit of their organization [5].

As follows from the foregoing, it is obvious that the successful operation of enterprises is impossible without innovation. The creator of a new technology, i.e. the innovator, proceeds from such criteria as uniqueness and novelty. Uniqueness can be achieved only if the company's personnel have their own, original knowledge and skills in this industrial field. When introducing innovations in business practice, it is very important to know what factors can slow down or speed up the innovation process. In this paper, it was proposed to pay special attention to socio-psychological and cultural, organizational and managerial factors, since they provide a basis for understanding the role of the human factor in the activation of innovative (creative) activities of the enterprise.

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НЕКОТОРЫЕ ВОПРОСЫ ИННОВАЦИОННОГО МЕНЕДЖМЕНТА В КАДРОВОЙ ПОЛИТИКЕ ПРЕДПРИЯТИЙ

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Аннотация: В современных условиях все больше в стране повышается интерес к вопросам, связанным с человеческим фактором. Актуальность проблемы работы с кадрами очевидна: человек - основополагающий фактор