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## **THE TRAINING PROGRAMS FOR MANAGERS IN SOCIAL SPHERE: FROM CREATIVITY TO RESULTS**

*In accordance with the challenges of the martial law in Ukraine, the changes taking place in social work and in the professional activity of specialists in the provision of social services require the development of new approaches to ensuring continuous education, which involves professional improvement and the acquisition of relevant professional competencies in the process certification training. The purpose of the article is to determine the key parameters and point out the current ways and programs, forms and methods of educational and methodological work on the formation of the competitiveness of a social manager. For achievement the aim with tasks, the set of complementary methods was applied: theoretical methods, psychodiagnostic methods and research techniques; statistical analysis. The aim of programs has been achieved, leadership qualities have been formed, new opportunities for cooperation have been opened, questions have been revealed, and ideas for reflection have been given to activate the activities of specialists in the field of international social management and leadership. The improved system of*

*professional training for managerial personnel in the social sphere ensures that modern specialists acquire a necessary set of innovative knowledge, practical expertise, and professional skills. Thanks to the professional organization, leading specialists highlighted their experience on current issues and received the latest working tools for the implementation of the best global practices from the perspective of innovations in the dimensions of educational processes in social sphere.*

**Key words:** *educational management, social sphere, professional training program, system of professional training, social manager.*

**Introduction and the current state of the research problem.** Social work is precisely that field of activity that foresees a certain path to professional realization. Taking part in training programs is an opportunity to improve knowledge and improve skills of both social top managers, sector managers etc. The development and implementation of short-term educational programs for professional development of social work specialists, social managers and social workers is really actual in our days. In accordance with the challenges of the martial law in Ukraine, the changes taking place in social work and in the professional activity of specialists in the provision of social services, social managers, social workers require the development of new approaches to ensuring continuous education, which involves professional improvement and the acquisition of relevant professional competencies in the process of certification training. The content of all educational programs in social work, including advanced training programs, must comply with the Global Standards for Social Work Education and Training and take into account the local adapted context. According to the global standards, all programs need: to have a clearly formulated goal or mission that reflects the values and ethical principles management of social work; to be consistent with the global definition of social work; to respect the rights and interests of all participants in the management of educational process.

Currently, we have the opportunity to share the experience of the exchange of scientific achievements between the Department of Social Work and Rehabilitation of the Humanitarian and Pedagogical Faculty of the NULES of Ukraine and profiling faculties of European countries (Sapienza University, Rome, Italy; The John Paul II Catholic University, Lublin, Poland; Gent University, Belgium; Ostfalia, Germany) (Suprun, 2023).

Thus, in 2024, the department joined to the 8th International Conference on Contemporary Studies in Management (CoSiM), where representatives of department delighted management and educational aspects in social sphere, social managers' promotion and noted that the key to the general and professional growth of a specialist is a balanced involvement in mentioned programs as a means of forming the appropriate level of professional training components. The emphasis was placed on the importance and necessity of studying and implementing progressive global experience in the field of social management and inclusion, the issue of social values of the world and national level was raised, the ways of introducing the latest paradigm of a cohesive social and educational environment into the international and Ukrainian society as a basis for social security, social cohesion and responsibility of the citizens of our State in the conditions of modern inte-

gration challenges were analyzed as a means of forming a leadership civic position of social specialist and strengthening of social unity in general (Suprun, 2024).

An analysis of research and publications was carried out in order to provide a theoretical and methodological basis for the aforementioned programs. In the researches of modern socialists, psychologists and educators, the problem of formation of the competitiveness of social manager in context of international educational management is delighted in the process of professional training (Suprun, 2018; 2019; 2023), in extracurricular work, in social activities (Sopivnyk, 2023). Let's mention Intuition decision-making as a concept that has been studied across various disciplines, such as management, sociology, psychology, and philosophy (Lauren, 2022). The values of diversity and inclusion in education and society are revealed in the works of D. Suprun (2018; 2019; 2023), G. Griban (2020; 2021), I. Okhrimenko (2021), S. Sprynchuk (2021), O. Varetska (2020). A Facilitator's Guide to Shared Decision Making was developed by Sam Keiner (2020). The concept of growth mindset was promoted by Carol Dweck (2015). Improving the qualifications of social work specialists and social managers was delighted by G. Slozanska, S. Stelmakh and I. Krynytska (2022). Scientists investigate new factors in community based participatory action research (Janice, Burns, Deanna, & Schaweidler, 2011). The great importance has educational management in the context of digital transformation of education and science in Ukraine according to challenges in professional training (Iatsyshyn & Atamanyuk, 2024; Kuzminskyi, Oros & Kuchai, 2022). A new achievement in the English-language educational and methodological support of the mentioned programs became the educational manual «Social leadership and team building» authored by R. Sopivnyk, I. Sopivnyk, D. Suprun, T. Hryhorenko (2023).

**Aim and tasks.** *The integral aim of the article is to determine the key parameters and point out the current ways and programs, Forms and methods of educational and methodological work on the formation of the competitiveness of social manager.*

The following *tasks* are outlined:

To provide a theoretical and methodological analysis of the foundations of the formation of of the competitiveness of social manager.

To study the civil experience of countries widely implemented management practices in social sphere.

To develop the programs for the formation of the competitiveness of social manager, taking into account foreign experience, and to check its effectiveness.

**Research methods.** For achievement the aim with tasks, the set of complementary methods was applied: theoretical methods, psychodiagnostic methods and research

techniques; statistical analysis. According to practical oriented aim and process variable forms and methods of educational and methodical work were provided:

Theoretical seminars: discussion of new theoretical approaches, concepts and models in social work.

Practical seminars: solving specific practical problems, analyzing cases, modeling situations.

Trainings: development of specific professional skills through active learning for practical work.

Psychological trainings: improvement of communicative and interactive skills, development of emotional intelligence.

Master classes and Webinars: conducting practical classes by specialists with a high level of expertise, demonstration of the best practices.

Advanced training courses (short-term and long-term training programs that include both theoretical and practical components).

Conferences, roundtables and forums: a gathering of experts to discuss current issues, share experience, promote the exchange of ideas, problem solving and the development of joint solutions and present new research.

Methods of educational, methodical and methodological work:

Lecture method: teaching material for the purpose of familiarization with new theoretical knowledge.

Project method: learning through the implementation of practical projects that require the application of acquired knowledge in practice.

Case method: analysis of specific situations or cases from practice to develop problem-solving skills.

Group work: working together according to tasks of development of cooperation skills and share experiences.

Role-playing: modeling situations of practice behavioral reactions and communication skills.

Discussions: discussion of current topics for the development of critical thinking and the ability to argue own position.

Testing and self-diagnosis: assessment of knowledge and skills of specialists to determine their strengths and weaknesses.

The presented forms and methods of educational and methodological work are mutually integrated in order to provide an algorithm for the implementation of programs for social managers.

Training programs for social workers should be competency-oriented and aimed at improving professional competencies and developing the TOP-10 soft skills for a successful career. Soft skills, sometimes flexible skills, are a set of non-specialized, super-professional skills that are responsible for successful participation in the work process, high productivity, namely:

- Analytical thinking and innovation.
- Active learning and educational strategies.
- Comprehensive problem solving.
- Critical Thinking and Analysis.
- Creativity, originality and initiative.
- Leadership and Social Impact.
- Technology use, monitoring and control.

– Development of technologies and programming.

– Stress resistance and flexibility.

– Reasonability and generation of ideas (CCL, 2023).

*The proposed programs are multi-level and include:* basic level, professional level, high management level.

Within the framework of the programs, it is possible to train teams or organizations that have concrete specific requests for improving the qualifications of their personnel. The programs are conducted both as separate modules and as complex courses. The topics of the programs (taking into account the mutual integration and complementarity of forms and methods) provide for the provision of a theoretical and practical component.

At the *basic level*, the course «Social work: current state and prospects» is relevant, consisting of the following thematic content (at the request of the participants, the topic can be changed to a more relevant one for the target audience). Here is an approximate thematic list:

1. *Social work in the community in accordance with today's trends and challenges.* Social services in Ukraine and abroad: current state and prospects. (Schematically (poster) develop an algorithm for providing socio-psychological assistance).

2. *The practice of using social work models* (The problem-solving model: requirements for implementation at the individual and group levels. The model focused on the task: stages and techniques. The crisis intervention model: areas of application. Review of cases (+models).

3. *Practice of social work: Promotion of social justice and change.* Professional communication with the client: basic techniques (Algorithm and methods of counseling. Active listening and rules for asking questions. Motivational and crisis counseling. Review of cases).

4. *Ethical standards in social work.* International and domestic documents regulating activities in social work. Ethical dilemmas and ethical decisions. Professional relations, communication and professional interaction. (to develop a model of the organizational structure of the executive body of the village, settlement, city council on issues of social protection of the population (and protection of children's rights).

5. *Provision of social services.* International standards for the provision of social services (Algorithm of case management technology. Review of cases (+ models).

6. *Communication and interaction in the provision of social services* (Establishment of partnership relations. Communication strategy online and offline? Management of emotions in periods of uncertainty and stress (Review of cases (+ models).

7. *Monitoring and evaluation of the quality of the provision of social services.* Supervision in the professional activities of social workers.

8. *Tasks and functions of specialized services* whose activities are aimed at the social rehabilitation of children and youth *with special needs* (Algorithm of case management technology. Review of cases).

9. *Social support and accompaniment of children and youth living with HIV/AIDS, injecting drug users* (Algorithm of case management technology. Review of cases).

10. Social support and rehabilitation support of military personnel and their families (Algorithm of case management technology. Review of cases).

Additional variable subjects for choice (examples):

1. The social mission of specialized formations of the volunteer movement in Ukraine in the conditions of martial law.

2. Prevention of professional emotional burnout.

3. Professional identity of specialists in the conditions of an inclusive society.

4. Formation of the civic position of specialists in the social sphere.

5. Formation of components of professional and personal growth in the social sphere.

6. Development of motivation for professional self-realization in the social field.

The given topic is not permanent and can be changed or supplemented, depending on the audience.

Provision of advanced training in professional and high management levels provides for the mandatory implementation of the management component in the aspect of leadership.

We will present the comprehensive program «Managerial thinking in the social sphere: from creativity to results». This program is for leaders in the social sphere, teams of social managers, aimed at developing variable types of thinking and mastering tools for solving complex tasks in accordance with today's challenges.

*The purpose of the program:* to consider and practice on cases a versatile set of tools for the development of managerial thinking in the social sphere.

*Program objectives.* All modules of the program are interconnected with a single goal – to provide the social manager and his team with an effective set of tools for finding, justifying and implementing the right solutions.

We will provide a brief description of the modules.

Systemic thinking in the social sphere: How to apply a systematic approach to situation analysis?

*Description of the training component:*

Systems in the social sphere consist of three components (elements, connections between them and the goal) and develop according to certain rules and regularities. Knowledge of these regularities is the basis of systems thinking.

Decision-making in the social sphere: How to develop solutions that are effective for the system as a whole?

*Description of the training component:*

So, a systematic approach and the next step is decision-making. One of the main qualities is the ability to combine different aspects of activity to achieve overall success, based on the rational and intuitive decision-making (Lauren, 2022; Suprun, 2023).

Let's familiarize ourselves with the decision-making algorithm in the social sphere and apply a specific criterion for checking decisions. We will learn about obstacles and difficulties, and ways to avoid them, and we will work on cases.

Critical thinking in the social sphere

*Description of the training component:*

Critical thinking as a system of judgments that helps to make one's own assessment of events, analyze them and formulate reasonable conclusions.

Design thinking in the social sphere

*Description of the training component:*

Design thinking as methodology aimed at understanding and analyzing the needs of the client (internal or external).

Creative thinking in the social sphere

*Description of the training component:*

Creative thinking as an approach to idea generation, evaluation, and improvement that helps you go beyond standard patterns, perceptions, and beliefs to produce original and effective solutions and ideas.

Social growth mindset: How to motivate teams to grow and proactively seek and create solutions?

*Description of the training component*

*Growth mindset* as the concept of the world-famous psychologist Carol Dweck. The difference between a growth mindset and a fixed mindset. Key tools and approaches to developing a growth mindset (Dweck, 2012).

Resilient thinking in the social sphere: how to maintain the emotional state of the team and counteract burnout in the social sphere?

*Description of the training component:* resilient thinking is a key component of resilience and the ability to effectively face stress and challenges. This type of thinking helps leaders maintain their own and team psychological resources, increase stress resistance and prevent burnout.

**Research results.** As result, the Program of «Effective Team Management in the Social Sphere» is conducted independently or in addition to the previous programs, on the base of mentioned programs (or separate) for top social managers.

The aim is to improve leadership competencies, determine one's own management style, and master crisis response tools (Sopivnyk, 2023):

- how to effectively build work processes, manage a team and give quality feedback to employees in the social sphere;

- practical tools for team management in the social sphere, errors in the processes of social activity and ways to eliminate them;

- roles of each member of the team in the social sphere, goals for employees and the opportunity to form a motivation system;

1. *Team workflow.*

So, the team is formed, what next? Next, we have the most interesting thing: setting up work processes, assigning roles and transforming a group of specialists into a productive team. Thus, the full cycle of team management. *Task:* create an interaction map, develop a motivational package and learn how to give constructive feedback.

2. *Creation of culture in the social sphere.*

The way the team communicates with each other affects the final result. Conflict prevention, creation of communication norms in the company, meaning of informal roles.

### 3. *The art of being Leader in the social sphere.*

Being a leader and correctly managing people is the most difficult, but also the most important job. Here we need to formulate own leadership style, effective management tools, balance between empathy and setting clear frameworks.

**Discussion.** In order to discuss and consolidate programs results, conferences and forums, round tables, cooperation with career development centers (Development centers), career workshops (e.g., «Career start in inclusive society»), individual consultations, etc. took places during 2023/2024 educational year.

The above-described programs also provided the form of a focus group for a *final reflection* with training participants to discuss the achieved results and evaluate the effectiveness of increasing professional competence. It is possible to carry out testing and self-diagnostics, filling out forms, questionnaires, etc.

In addition to programs' sessions, specialists conducted a *series of webinars* on social services for target groups and professionals. Their main goals were next: raising awareness of a high-quality, sustainable multi-level system of support and services in the social sphere; management of emotions in periods of uncertainty and stress, support of the trauma information system; identifying the impact of social determinants of health on academic and social-emotional-behavioral success; provision of psychological support services to combatants and their families etc.

*Examples of webinars:* Issues of addressing stress and trauma; Assistance with injuries; Promoting the well-being of the specialist: understanding and struggle; Compassion fatigue; Professional burnout and secondary traumatic stress.

*Also, in the process of program implementation or at the interlevel stage, the following was provided:*

- group and individual sessions with a psychologist;
- career sessions (success stories of famous women, career guidance, informative lectures – advice from doctors, psychologists and experts in various fields of activity, Ukrainian/English speaking clubs).
- thematic gatherings over tea or coffee;
- consultations regarding specialized services and psychosocial support services;
- creative master classes (art techniques (coffee therapy...), various arts, cooking, etc.).

According to the results of the survey, all these forms and methods can help to increase level of professional adaptability, managerial culture; assimilation by future specialists of the essence, regularities, principles, conditions of formation of the qualities of an active and socially competent subject of work culture; practical training of an individual to perform various functions and tasks, solving problems of professional and personal self-development (Iatsyshyn & Atamanyuk, 2024; Suprun, 2023). Thus, the next target settings of specialists' development are reached: 1) a system of universal leadership and management-psychological abilities and skills ensured the realization of a professional position; 2) methods of productive cooperation

and communication, conflict resolution; 3) readiness for the optimal solution of managerial and professional tasks in the latest political and economic conditions (Sopivnyk, 2023).

The identified main conceptual provisions determined the priority directions of the research, the sequence of its implementation and the coverage of the content of the obtained results. We have opportunity to conclude that management of the innovative development of the social education system will be much more effective under the following conditions:

- development of a scientifically based methodology for managing the innovative improvement of the social education system;
- selection of content, structure, forms and technologies of educational and social management adequate to modern requirements;
- creation of rational conditions, material support for the functioning of modernized organizational and pedagogical structures of management of innovative training processes in social education;
- development scientific substantiation and selective approval of the management training system for the innovative development of social education in Ukraine, taking into account international standards.

**Conclusions and prospects for further research.** So, by completing outlined tasks (to provide a theoretical and methodological analysis of the foundations of the formation of the competitiveness of social manager; to study the civil experience of countries widely implemented management practices in social sphere; to develop the programs for the formation of the competitiveness of social manager, taking into account foreign experience, and to check its effectiveness), the aim (to determine the key parameters and point out the current ways and programs, forms and methods of educational and methodological work on the formation of the competitiveness of social manager) has been achieved, leadership qualities have been formed, new opportunities for cooperation have been opened, questions have been revealed, and ideas for reflection have been given to activate the activities of specialists in the field of international social management and leadership.

The integral goal of the international events related to the programs, namely the promotion of cooperation in the fields of science, the establishment and spread of scientific and educational, informational ties and interaction at the international level; formation of a culture of interdisciplinary communication; establishing and expanding contacts between representatives of the educational, scientific and business community; exchange of scientific results was achieved.

The identified trends can be used and clarify the strategy of increasing the level of development of leadership qualities as a managerial component of professional training. The educational scientific community should focus on overcoming disruptions, developing a new vision of the system of management training, creating conditions for

the transformation of the education and business network, improving quality and maintaining an innovative environment for researches and their practical implementation. A program for the formation of leadership qualities as a managerial component was developed, taking into account an inclusive approach to decision-making, and their effectiveness was verified (Okhrimenko & Sprynchuk, 2021). Undoubtedly, prospects will have great continue in the cooperation of incredible like-minded interdisciplinary teams and will rise to higher level of professionalism and lead to new scientific achievements. It is impossible to exaggerate the role of these events, because the introduction of international innovations requires the provision of appropriate expertise by highly qualified scientists in accordance with the demands and realities of today. We convincingly have an IDEA+STRATEGY=RESULT! These programs should help to create for the specialist's personality stable meaningful life orientations, as one of the aspects for further research, in a changing world, a personal meaning of professional self-realization in from the standpoint of modernization of management education in social sphere, taking into account the gains of world experience.

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## **ТРЕНІНГОВІ ПРОГРАМИ ДЛЯ МЕНЕДЖЕРІВ СОЦІАЛЬНОЇ СФЕРИ: ВІД ТВОРЧОСТІ ДО РЕЗУЛЬТАТУ**

Відповідно до викликів воєнного стану в Україні, зміни, які відбуваються у соціальній роботі та професійній діяльності спеціалістів цієї сфери, зокрема, соціальних менеджерів, соціальних працівників, вимагають розробки нових підходів до забезпечення безперервної освіти, що передбачає професійне вдосконалення та набуття відповідних професійних компетенцій. Мета статті – визначити основні параметри та вказати на сучасні шляхи і програми, форми і методи навчально-методичної роботи з формування конкурентоспроможності соціального менеджера. Для досягнення мети з поставленими завданнями було застосовано набір взаємодоповнюючих методів: теоретичних, психодіагностичних, а також статистичний аналіз. Досягнуто мети програм, сформовано лідерські якості, відкрито нові можливості для співпраці, розкрито питання та надано ідеї для роздумів щодо активізації діяльності фахівців у сфері міжнародного соціального менеджменту та лідерства. Вдосконалена система професійної підготовки управлінських кадрів соціальної сфери уміщує опанування сучасним фахівцем необхідного комплексу інноваційних знань, практичних і професійних навичок. Завдяки професійній організації провідні спеціалісти висвітлили свій досвід з актуальних питань та отримали новітні робочі інструменти для впровадження кращих світових практик з точки зору інновацій у вимірах освітніх процесів у соціальній сфері.

**Ключові слова:** освітній менеджмент, соціальна сфера, програма професійної підготовки, система професійної підготовки, соціальний менеджер.