Evaluation of the Reliability of a Business Partner in an Updated Reality

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Abstract— **This article presents the mechanism and methodology for assessing staff, revealing the true "face" of the applicant for a vacancy. With the help of quantitative measurements and the theory of drives, L. Sondi will be introduced to a method that makes it possible to understand what truth lurks behind the words of the applicant for the position in his obligations. This article outlines an approach that allows you to determine the competitive advantages of a new business partner, his potential behavior, and reaction to certain situations. This approach allows you to get a long-term prognosis of the applicant when approving his candidacy for the central positions in the organization. Through the application of evaluation HR technology, it will be possible to form a new vision for the application of evaluation technology in the selection and selection of employees for leading positions in the organization in the conditions of the updated digital reality.**

Keywords— *risks of digital transformation, the competence of "end-to-end" technologies, business platform, personnel assessment, reliability of a business partner, expat, management consulting.*

I. Introduction

Digital technologies have already brought new relationships into the business environment, not to mention the new requirements that are put on the job market to applicants for the vacancy. How not to be mistaken in choosing a candidate for a newly created position, how not to make a mistake in a business partner?

The paradox of the situation is that awareness of the value of transformation is a long process, and the preparation of new staff competencies for working in new conditions takes an even longer time. Moreover, it should be competence not just "at the highest level" of development, but fundamentally different, "end to end", as well as the new technologies in the digital sphere. Therefore, it is quite obvious that "the very " candidates, who are needed in the conditions of a changed reality, cannot suddenly appear. But it is precisely in such specialists that the organizations that are oriented to a new technological breakthrough are in acute need. Therefore, it is necessary to focus on those applicants for the vacancies who have the suitable characteristics today to master the required skills in the shortest possible time in a non-standard, updated reality, in conditions where there are no ready-made solutions.

In addition, through the techniques of assessing candidates for strategic positions, we will learn how to disclose the true "face" of the applicant, to decide whether to hire expensive expat leaders to ensure breakthrough positions of the organization in the market of goods and services, or, nevertheless, to trust in domestic specialists?

These and other issues that are relevant for many domestic companies require today more attention and will be disclosed in this article. Through the application of evaluation HR technology, it will be possible to form a new vision for the application of evaluation technology in the selection and selection of employees for leading positions in the organization in the conditions of the updated digital reality.

II. HR technology application

A. Updated reality (relevance)

Today, organizations are increasingly inclined to use cloud solutions to select candidates for central vacancies. However, these technologies are not available for everyone yet. At the same time, it should be admitted that companies have a choice. They can self-organize and become an information platform with their unique database, or connect to a foreign platform on the terms of a business partnership or a regular network user.

It is quite obvious that the second way is much easier and more customary for many domestic organizations. In this case, we are not talking about the willingness of company employees to use "big data" at the level of competencies, but only about the form of participation. Today, if the company does not pretend to be a leader in the digital economy, or, it just does not have enough resources to create its business platform, it can use other people's cloud solutions. In this case, the services of external consultants are sufficient, which can help to properly adapt the client's business to use the necessary set of services.

A completely different picture is emerging in relation to companies that develop information platforms. And here alone it is not easy to cope. The question of business partnership is becoming topical, as it is necessary to create not only a unique set of unique data as a meaningful content of the

platform, but also a competent specialist is required - data engineer, IT architect, Analytic Project, BigData specialist , as well as professionals able to build interaction with external digital services.

All these are new functions of specialists in new professions. The question is, where are they to be found in the labor market, and how quickly can the organization's current need be provided? And remember that their services are not needed tomorrow, but now.

B. Research and the search for solutions (formulation of the problem)

The situation, both in the market of goods and services, and in organizations is so difficult that many independent companies track it. So, according to McKinsey estimates, last year the share of the digital economy in Russia was 3.9%, while the United States had 10.9%, and China - 10%. However, the national program assumes a tripling of this volume by 2025. [1]

In this regard, the labor market is undergoing significant changes, it is turning into a seller's market. Interesting figures can be observed from the Federal Tax Service, which registers and accepts documents to terminate the activities of legal entities. Over the past year in Russia 3.7 million organizations were opened, and 5.8 million companies were closed. [2]. The reasons for this are different. Not everyone can withstand digital competition. Therefore, the trend of business partnership is becoming topical.

The main risks in the process of digital transformation for an organization can be the following: administrative, technological, organizational, financial, risks specific to digital transformation projects and others [10-14]. We will focus only on personnel.

Is it possible to understand in advance how the prospective business partner will actually behave? After all, voicing promises of active work is one thing, and the willingness to carry them out is completely different. Is he ready to assume the corresponding responsibility, as co-founder, in the event of serious financial problems in the company? What will the enterprise do if there is a conflict with the power structures, is it able to withstand brute force? Will it defend its positions in the conditions of ideological differences?

C. Methods of assessing the competencies of co-head of business

To avoid an unreliable business partner, or an applicant for this role, it is necessary to identify the real motives of behavior, its meta-program of actions. It is she who controls his behaviour and forms unexplained acts. Worst of all, he himself may not be aware of the source of his thoughts and actions. With the inevitability, time after time, he will be working out his metaprograms, and even with a strong desire, he will not be able to get out of this state.

However, there are special techniques with which you can get a fairly persistent prediction of human behavior (according to some estimates, for up to nine months!) [3]. To them we will refer, for example, the method of L. Sondi, revealing the reliability or duplicity of the applicants for the position.

This is the map of the results of his assessment, on which the reference points of the applicant's life are placed (Fig. 1). In this study, there is the analysis of 4 vectors of drives in the foreground and their eight factors:

1. S-vector - the desire for inter-sex intimacy;
2. P-vector is a demonstrative vector;
3. Sch-vector - I-attraction, I-motivation ("to have and to be");
4. C-vector - social attraction (attraction to contacts).

S (0±) P (0±) Sch (-0) C (0±). The background is not used.

S		P		Sch		C	
h	**s**	**e**	**hy**	**k**	**p**	**d**	**m**
			3				3
	2						
1	1	1			1	1	
		-1			-1		
	-2		-2				-2
				-4			
h0	**s±**	**e0**	**hy±**	**k-i**	**p0**	**d0**	**m±**

Fig. 1. Psychoanalytic interpretation. Control points of life activity

According to the theory of L. Sondi, the drive factors are the leading life radicals. They are able to transform, that's why the destinies of people are so different. In each factor of attraction, with the exception of the so-called "I" -factors (k and p), at the genetic level there are typical signs of behaviour that are passed on to us by inheritance. [3] This position is shared by many other authors specializing in personnel assessment [3-8]. Evaluation of behavior is even carried out by blood group. The nature of each factor of attraction is bipolar. For example, a person can manifest in his behavior the following:

— love for the person - love of humanity (h),
— activity - passivity (s),
— avell tendencies - cain tendencies (e),
— vanity - shame (hy),
— autism - rejection of one's own self (k) ,
— inflation - projection (p),
— search - adhesion (d),
— convulsive clinging - detachment (m).

These factors initially predetermine whether the subject will apply his spiritual abilities to such spheres as:

— culture and humanism (h),
— engineering and civilization (s),
— religion and ethics (e),
— theater arts (hy),
— philosophy, psychology,
— mathematics, philology (k),
— poetry, scientific research (p),
— national economy, economy, collections of works of art (d),
— speech activities such as singing or making speeches (m).

Such a variety of obtained patterns of behavior allows not only to help understand the personality of the applicant, but to determine his professional orientation and activity in certain types of activities, success and enterprise in the business environment.

In addition to the method of L. Sondi, one can add the Rosenberg Trust Scale, which reveals the belief in people using the method of express diagnostics [4], as well as the projective technique of definition of anxiety by   R. Tammla, M. Dorca, V. Amen [5].

III. SUGGESTIONS AND RESULTS OF IMPLEMENTATION, RESULTS OF EXPERIMENTAL STUDIES

A. Author's method of assessing the level of competences [9]

In the practice of selecting managers and business partners, there are established schemes in which traditional verification tests are not applied to managers, as to ordinary employees. It is believed that if specific candidates are invited to evaluate the conversation as future business partners, then they definitely approach the position of the head. This position is initially incorrect and excessive trust turns into the fact that co-owners substitute each other, organizing raider seizures or organizing prison terms for their partners, and chief accountants are blackmailing directors and owners [5, 10-12].

In order to ensure the personnel safety of the organization, the author developed a methodology for assessing competencies, in which quantitative indicators of the competency level of a specialist are important for the position, regardless of the scope of the organization's activities, the status of the employee and the specifics of his workplace. Based on the developed mathematical model of competency assessment, a corridor of admissible criterial values of employee competencies is constructed.   The weight coefficients of these competency values are established, the minimum level of which reflects the level of the personnel potential of the organization as a whole. It is set in each case separately, focusing on the danger and significance of the work performed. Thus, it is possible to adjust the breadth of this corridor. It can be set narrow (the lower limit is at the level of 80-85%), so that not every applicant can get into it with their professional characteristics, but only the best in their field of activity. It is this approach deserves the evaluation and selection of applicants for the position of a

business partner. For the level of heads of departments, specialists, this corridor expands due to lowering the target level (lower boundary) to 65-70 percent.

TABLE 1. CONSOLIDATED VALUES OF COMPETENCIES

Competencies	Evaluated staff									
	1	*2*	*3*	*4*	*5*	*6*	*7*	*8*	*9*	*10*
Resource management	79,58	84,4	69,57	76,91	82,51	63,94	73,34	76,07	80,06	83,58
Execution management	75,25	80,96	71,11	72,35	76,28	58,65	69,2	72,81	79,06	79,35
Effective communication	72,48	84,22	73,18	79,35	74,28	59,62	70,18	64,74	74,55	76,35
Equipment reliability management	73,58	82,89	68,94	73,46	78,35	65,61	72,34	73,12	80,39	81,56
Equipment repair planning	74,03	83,31	68,14	80,17	76,42	66,84	70,44	79,74	88,64	80,6
Management of Normative and reference information	78,36	84,2	71,24	77,59	82,98	62,76	70,49	71	78,74	83,3
Perform maintenance activities	75,26	82,78	71,93	74,46	78,04	59,33	68,27	68,53	80,81	78,43

The methodology uses an analytical approach to the derivation of unique, most accurate for a particular position of professional abilities and personal characteristics of the employee. In this regard, the level of subjectivity in the formation of competencies is practically not present. The basis for the assessment of competencies is the requirements of the professional standard, job description, as well as the specific characteristics of the organization and the employee's workplace in the office.

On the basis of the obtained values of the assessment (table 1), we construct a corridor of admissible values of competences (Fig. 2).
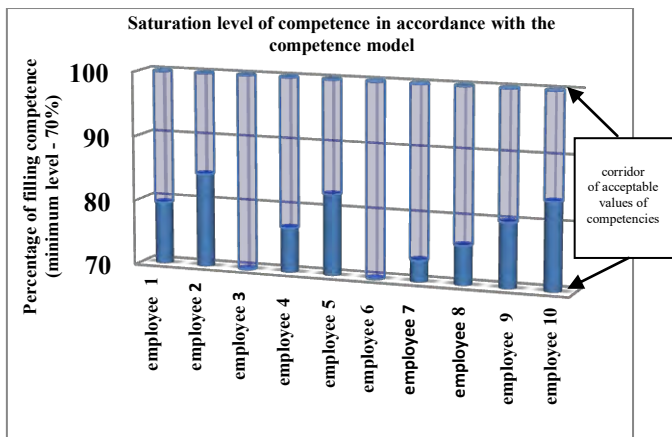
Fig. 2. Levels of competences of employees

The saturation of the competence level and each of its indicators in accordance with the maximum value taken from the competence model can be calculated by the formula 1 (see more details):

Saturation of competence (%) = [(level of competence (%)) * (weight of competence max level (%))] / 100   (1)

In conclusion, in accordance with the evaluation methodology, it is necessary to summarize the results of the analysis (Table 2, cited fragment) and draw general conclusions.

TABLE 2. RECOMMENDATIONS ON THE RESULTS OF THE ASSESSMENT OF COMPETENCIES

Name of refresher courses	Employee 1	Employee 2	Employee 3	Employee 4	Employee 5	Employee 6	Employee 7	Employee 8	Employee 9	Employee 10
Profile education					V					
Training - the art of argument and belief			V	V		V		V		
Work with technical information	V							V	V	
Enterprise database architecture							V			V
……….										
……….										
Training- stress resistance		V			V					V

B. Conclusion, practical significance

The assessment of competencies is carried out in two stages. Enlarged, the algorithm for assessing competences can be presented in the following form:

Step I. Building a corridor of acceptable values of competencies

a) Developing a competency model and a job profile.

b) Drawing up the qualification characteristics of the employee and assessing his abilities.

c) Calculation of evaluation indicators and measurement of competence level in accordance with the competence model.

Stage II. Assessment of the level of competences

a) Analysis of the competence level of the employee and the definition of the reserve for his professional development.

b) Recommendations on the results of the evaluation.

The assessment of competencies is presented in the form of a system. In the course of research, there is not a single random indicator. Each indicator is a logical continuation of the previous one. The value of the initial data is taken from the normative reference documents, standards. Because of this, the technique allows you to eliminate the subjectivity of evaluation. It is understandable, logical and gives a measurable result. It takes into account the specifics of the workplace, the position and the organization itself. Therefore, it can be used as a platform for collecting the necessary database when making effective management decisions.

CONCLUSIONS

The introduction of the digitalization of the economy and, as a consequence, the renewed reality, for all organizations and specific people without exception has become a serious test.

External changes require new approaches to the evaluation of applicants for the position, especially at central positions - positions of managers, business partners. In the conditions of the renewed reality, new unique competences of the personnel are formed, which correspond to new "end-to-end" technologies. Therefore, there are not enough ready specialists in the labor market, or they simply do not exist.

When selecting personnel, it is necessary to assess the reliability of employees in order to avoid personnel risks by the methods of L. Sondi, M. Rosenberg, R. Tammla, M. Dorca, V. Amen.

Insufficiently complete and correctly conducted check of applicants for the position is too expensive. Therefore, it is better to calculate, check and prevent possible personnel risks of organizations. To this end, it is necessary to use the author's methodology for assessing the level of competencies of I.N. Makhmudova.

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