

Unlike technical (hard) skills, which can be automated, human-centered (social) skills, classified as basic, are significantly more challenging to replace with AI.

Thus, understanding modern trends shaping labor market transformations and evolving employer expectations allows professionals to stay ahead of the curve. A commitment to continuous learning remains the key to career resilience and long-term success in the future.

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**MENTORING AND CAREER COACHING IN DIGITAL EDUCATION:
PROSPECTS OF IMPLEMENTATION IN UKRAINE**

In the modern world, digital education plays a key role in shaping a professional career and personal development. The rapid development of technologies, changes in the labor market and the need for continuous learning require new approaches to professional support for young people. In this context, mentoring and career coaching are of particular importance, as they contribute to adaptation to rapid changes, the formation of flexible skills, and effective professional growth.

The use of digital technologies in the field of mentoring and career coaching opens up new opportunities for personalized learning, the development of career strategies, and the effective integration of young professionals into the professional environment. In Ukraine, this area is only beginning to develop actively, so research into its potential and prospects is extremely important [1, 2].

Mentoring is the process of transferring knowledge, experience and professional skills from a more experienced specialist (mentor) to a less experienced person (mentee). The main goal of mentoring is to support, train and provide professional guidance to develop competencies and achieve career goals. A mentor can act not only as a mentor, but also as a motivator, helping to identify vectors of professional growth.

Career coaching is a method of professional support aimed at developing career skills, self-determination and achieving set professional goals. A coach acts not as a mentor, but as a facilitator of the process of self-knowledge and decision-making, helping a person independently find answers to questions about career development [1, 2]. Despite the similarity in supporting professional development, mentoring and career coaching have significant differences. Mentoring is based on the transfer of personal experience and knowledge, while career coaching is aimed at independent search for solutions and development of internal potential. A mentor gives advice and helps to develop competencies, while a coach asks questions that contribute to independent decision-making. Mentoring is most often long-term in nature, while career coaching can be short-term and focused on a specific problem or goal [1, 2].

The relationship between these two approaches lies in their joint impact on the career development of an individual. In a digital educational environment, mentors can combine traditional mentoring with elements of coaching, helping students or young professionals adapt to new conditions and find effective career solutions.

The digitalization of education significantly expands the opportunities for mentoring and career coaching. The main functions of mentors and coaches in the digital environment include:

- individualization of learning (using online platforms, AI and personalized educational routes to take into account the individual needs and goals of students);
- development of digital competencies (assistance in forming the necessary skills for working in a modern digital environment);
- career counseling (supporting young people in choosing a professional path, analyzing the labor market and developing a career strategy);
- creation of professional communities (involving students in a network of professionals through online communities, webinars, hackathons, etc.);
- support of emotional well-being (motivation, development of self-regulation skills and overcoming professional challenges).

In a digital educational environment, mentors and coaches can work using various formats: virtual meetings, interactive platforms, chatbots, online courses, etc. This approach ensures flexibility, accessibility, and effectiveness of professional development, which is especially important in the modern labor market [1, 2, 3].

Thus, the introduction of mentoring and career coaching into digital education is a strategically important step for the formation of competitive specialists in Ukraine [1, 3].

Mentoring and career coaching in digital education are important tools for supporting professional development that contribute to the adaptation of young people to the rapidly changing labor market. European experience demonstrates the effectiveness of such methods in combination with digital technologies, which allows personalizing learning, expanding access to professional mentors and creating new opportunities for career growth.

In Ukraine, this area has great potential, but its development requires the active involvement of the state, educational institutions and business. The integration of mentoring and coaching programs into the education system will contribute not only to the training of competitive specialists, but also to the creation of conditions for the innovative development of the country. Therefore, it is important to continue the implementation of best global practices and adapt them to Ukrainian realities.

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ВИЗНАЧЕННЯ КОМПЕТЕНТНОСТЕЙ МЕНЕДЖЕРА З ПРОДАЖУ В СИСТЕМІ УПРАВЛІННЯ ПЕРСОНАЛОМ

Менеджер з продажу виконує важливу роль у забезпеченні доходів компанії, взаємодії з клієнтами та просуванні товарів або послуг на ринку. Результати проведеного дослідження дозволили сформуванати перелік компетентностей, які є необхідними для його ефективної роботи:

- 1) Комунікативні компетентності: