

Міністерство освіти і науки України
Національний університет «Запорізька політехніка»
Запорізька торгово-промислова палата
Українська асоціація з менеджменту та бізнес-освіти
НТУ «Дніпровська політехніка»
Одеський національний економічний університет
Одеський національний університет ім. Мечникова
Академія Куявсько-Поморська (Польща)
Аріельський університет (Ізраїль)
Економічний університет – Варна (Болгарія)
Сілезька академія в Катовіце (Польща)
Східно-Баварський технічний університет Амберг-Вайден (Німеччина)
Університет Градец Кралове (Чехія)

ЗБІРНИК ТЕЗ

IV Міжнародної науково-практичної конференції

**«ІННОВАЦІЇ ДЛЯ ВІДРОДЖЕННЯ: НАЦІОНАЛЬНИЙ,
РЕГІОНАЛЬНИЙ, МІЖНАРОДНИЙ КОНТЕКСТ»**

12-13 жовтня 2023 року

Електронне видання на CD-ROM

Запоріжжя, 2023

Таким чином, цифрова трансформація бізнесу - це необхідна складова сучасного підприємства. Без її використання підприємство не зможе функціонувати в сучасних умовах конкуренції, що приведе до сповільнення бізнес-процесів, стагнації та зменшенню прибутків на підприємстві; а також до катастрофічних наслідків таких, як неспроможність підтримувати власний розвиток, так і до закриття підприємства.

УДК 005.154

Byba V.V.¹, Pinchuk N.M.²

¹ Ph.D., Ass. Prof. National University «Yuri Kondratyuk Poltava Polytechnic»

² Ph.D., Ass. Prof. National University «Yuri Kondratyuk Poltava Polytechnic»

CHANGE MANAGEMENT: ANALYSIS AND MANAGEMENT OF THE COMPLEXITY OF CHANGES IN THE UKRAINIAN COMPANIES ORGANIZATION AFTER THE WAR

According to Darwin's Origin of Species, it is not the most intellectual of the species that survives; it is not the strongest that survives; but the species that survives is the one that is able best to adapt and adjust to the changing environment in which it finds itself.

Change management in Ukrainian companies after a period of war and conflict presents unique challenges due to the complex nature of post-war recovery and reconstruction. To analyze and manage the complexity of changes in Ukrainian companies' organizations in this context, consider the following key principles and strategies:

Comprehensive situation analysis: begin with a thorough analysis of the post-war environment in Ukraine. Assess the economic, social, political, and security conditions, including the extent of infrastructure damage and geopolitical challenges.

Stakeholder engagement: identify and engage key stakeholders, including employees, customers, suppliers, local communities, and government authorities. Understand their needs, expectations, and concerns.

Clear vision and mission: define a clear vision and mission for the organization's role in the post-war recovery and development of Ukraine. This vision should guide decision-making and inspire employees.

Leadership and change champions: appoint strong leadership and change champions who can drive the transformation efforts. Ensure they are visible, empathetic, and committed to rebuilding the organization.

Communication strategy: develop a comprehensive communication plan that emphasizes transparency, regular updates, and two-way communication channels. Address the emotional and psychological needs of employees.

Resilient supply chain management: rebuild and diversify supply chains to mitigate disruptions caused by the conflict. Establish contingency plans for supply chain vulnerabilities.

Infrastructure rehabilitation: prioritize the repair and rehabilitation of damaged infrastructure essential to the organization's operations. Collaborate with relevant authorities and partners.

Employee well-being: provide comprehensive support for employees and their families, including mental health services, counseling, and flexible work arrangements.

Risk assessment and mitigation: continuously assess and mitigate risks related to geopolitical instability, economic fluctuations, and security concerns. Develop adaptive strategies for different scenarios.

Innovation and adaptation: foster a culture of innovation and adaptability within the organization. Encourage employees to propose creative solutions to address challenges.

Corporate social responsibility: emphasize corporate social responsibility by actively participating in community development initiatives and contributing to social and environmental well-being.

International partnerships: explore opportunities for international partnerships and collaborations to access resources, expertise, and global markets.

Training and development: invest in training and development programs to equip employees with the skills and knowledge required for the organization's transformation and growth.

Measurement and evaluation: Establish key performance indicators (KPIs) to measure progress in post-war development. Regularly evaluate the effectiveness of change initiatives and adapt strategies accordingly.

Contingency planning: develop contingency plans for various scenarios, ensuring the organization can respond effectively to evolving challenges.

Long-term sustainability: consider the organization's long-term sustainability and its role in rebuilding the local community and economy.

Legal and regulatory compliance: ensure compliance with relevant laws and regulations that may have evolved due to the conflict.

Continuous learning and adaptation: foster a culture of continuous learning and adaptation, encouraging employees to share insights and lessons learned.

This comprehensive change management strategy should be adaptive, guided by a clear vision, and prioritize the well-being of employees and stakeholders. It will help Ukrainian companies navigate the complexities of post-war development and emerge stronger and more resilient.

LITERATURE

1. Cameron, E., & Green, M. (2015). «Making Sense of Change Management: A Complete Guide to the Models, Tools, and Techniques of Organizational Change».
2. Harvard Kennedy School. (2021). «The Program on Crisis Leadership» Retrieved from: <https://sites.hks.harvard.edu/pcsl/>
3. Bennis, Warren G., & Thomas, Robert J. (2002). «Crucibles of Leadership» Harvard Business Review.