

ЕКОНОМІКА ТА УПРАВЛІННЯ НАЦІОНАЛЬНИМ ГОСПОДАРСТВОМ

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MANAGEMENT OF CONSCIOUS ADAPTIVE ORGANIZATIONS IN THE CONTEXT OF SOCIOECONOMIC CHANGES AND FINANCIAL TURBULENCE

УПРАВЛІННЯ УСВІДОМЛЕНИМИ АДАПТИВНИМИ ОРГАНІЗАЦІЯМИ В УМОВАХ СОЦІАЛЬНО-ЕКОНОМІЧНИХ ТРАНСФОРМАЦІЙ ТА ФІНАНСОВОЇ ТУРБУЛЕНТНОСТІ

Urgency of the research. Against the backdrop of socioeconomic changes and financial turbulence there arises an important task of researching, describing and implementing modern approaches to the management of conscious adaptive organizations, which predetermines the urgency of the research in this field.

Target setting. Providing a rationale for the necessity of the management of conscious adaptive organizations concept definition in the face of postindustrial economy transformation.

Actual scientific researches and issues analysis. The issue of organizational development is a major focus of interest of such field experts as G. Hamel, R. Fuller, P. Drucker. The works of V. Pekar prove that in the modern organization one has to define the border of the relationships and create a trust-based environment.

Uninvestigated parts of general matters defining. The necessity of studying organizational transformations and specifying essential preconditions for implementation of the management of conscious adaptive next-generation organizations.

The research objective. Providing a rationale for the necessity of implementation of the management of conscious adaptive next-generation organizations, which create strategies for partnership and fulfilling human potential as well as develop a strong corporate culture and achieve outstanding results.

The statement of basic materials. The article suggests which conditions have to be observed and which management activities should be performed for the model of organizational development to work effectively. According to the model of conscious development, it is important to vary training methods and systems; to use technological innovations; to create and maintain a corporate environment based on trust and harmony; to adhere to a comfortable psychogeography in a team and keep to the team rules of decision-making.

Conclusions. The management of conscious adaptive organizations is seen as an art of original management developing strong corporate culture, identifying and creating a common system of values which in their turn consolidate and inspire an organization maintaining its distinctive flexible and adaptive style of socially oriented business.

Keywords: Conscious adaptive organizations; management; adaptation.

Актуальність теми дослідження. В умовах соціально-економічних трансформацій та фінансової турбулентності важливим завданням стає дослідження, опис і впровадження сучасних підходів до управління усвідомленими адаптивними організаціями чим і зумовлена актуальність досліджень в даній сфері.

Постановка проблеми. Обґрунтування необхідності формування концепції управління усвідомленими адаптивними організаціями в умовах трансформаційних зрушень постіндустріальної економіки.

Аналіз останніх досліджень і публікацій. Питання організаційного розвитку знаходяться в центрі уваги: Г. Хемела, Р. Фуллера, П. Друкера. Праці В. Пекаря доводять, що що в сучасній організації потрібно задавати межі відносин і формувати середовище довіри.

Виділення недосліджених частин загальної проблеми. Визначено необхідність дослідження організаційних трансформацій і виокремлення необхідних передумов впровадження управління усвідомленими адаптивними організаціями нового покоління.

Постановка завдання. Обґрунтування необхідності впровадження управління усвідомленими адаптивними організаціями нового покоління, які створюють стратегію партнерства та розкриття людського потенціалу і вибудовують сильну корпоративну культуру і отримують видатні результати.

Викладення основного матеріалу. Розкрито, яких умов необхідно дотримуватися і які управлінські дії здійснити, щоб модель організаційного розвитку запрацювала результативно. В моделі усвідомленого розвитку важливо змінювати форми і системи навчання, використовувати інформаційні та технологічні інновації; створювати і підтримувати корпоративне середовище довіри і гармонії; дотримуватися комфортної психогеографії в команді і командних правил прийняття рішень.

Висновки відповідно до статті. Управління усвідомленими адаптивними організаціями – це мистецтво авторського менеджменту формування сильної корпоративної культури, ідентифікації та створення загальної системи цінностей, які об'єднують і надихають організацію, зберігаючи впізнаваний, вільний, гнучкий і адаптивний стиль соціально-орієнтованого бізнесу.

Ключові слова: Усвідомлені адаптивні організації; управління; адаптація.

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Urgency of the research. Modern shallow water theories reveal the mechanisms of economy transition from the state of financial turbulence to gradual stabilization and development with the current techno-economic paradigm reaching its peak. As it has been shown by numerous studies, transition to the wave of economic growth preceded by a financial collapse occurs in the context of laying the groundwork for a new techno-economic paradigm with the following technologies being prevalent: artificial intelligence, robot industry, nuclear fusion, intellectual information technologies and cognitive management strategies. And, although the economic condition of Ukraine, which is being marked by financial asymmetry, an increase of social conflicts and environmental issues, inefficiency of the reforms or their sabotaging, there is a critical mass of researchers and practitioners, being formed, who feel the need for advanced management concepts, who are characterized by a modern philosophical worldview and who are seeking new methodological guidelines to overcome chaos and build conscious adaptive organizations of high achievements.

Target setting. The article is aimed at providing a rationale for the necessity of management of conscious adaptive organizations concept definition in the face of postindustrial economy transformation.

Actual scientific researches and issues analysis. The factors affecting transition economy processes are: a level of economic freedom for business, a development degree of society and its social structure, political climate and events connected to it. Organizational development has resulted in a rapid breakthrough of humankind with their outstanding achievements over the past two centuries, none of which would have been possible if it had not been for organizations as forms of cooperation. However, most modern economist-scientists and practitioners argue that the current organizational management structures are largely exhausted. Gary Hamel, a theoretician of London Business School and the founder of Management Lab group has stated that researchers feel the obsolescence of management intuitively, its traditions and established procedure seem ridiculous in the 21st century, that is why nowadays it is vitally important to establish an open innovative exchange, which will contribute to the modernization of management [1]. Speaking of redefining fundamental principles of building the organization, he has listed a number of factors that will influence the existence of the organization in the future: ethical values, reputation, innovativeness, adaptability, encouragement, dedication, creativity, ideology and a mindset change. Whereas Richard Buckminster Fuller noted from the standpoint of organizational design that one cannot change anything fighting the existing reality, that to change something one has to create a brand-new model to replace the hopelessly outdated one. Nonetheless, current practices of organizational re-engineering do not solve transformational problems, but exacerbate them. Most organizations, using complicated incentive schemes, undergo numerous stages of re-organization, centralization and decentralization, declaration of the system of key performance indicators. But the researchers' suggestion that the current technologies of organizational development have reached their limits is growing stronger, whereas all the traditional approaches appear to be a part of the problem, and not its solution. Peter Drucker indicated that in times of instability it is not the instability that represents the greatest hazard, but the actions taken in accordance with the yesterday's logic. Such an approach requires taking into account all possible global social, economic and environmental implications of functioning of the organization: ruthless exploitation and depletion of natural resources, destruction of ecosystems, climate change. The economic model, targeting uncontrollable growth in resource-limited settings, is doomed. In this situation, the present financial turbulence is only the first pointer of powerful developments to come. It is therefore not an exaggeration to say that the survival of individuals, organizations, ecosystems and all humankind depends on the ability to climb up a higher form of consciousness and partnership and, having learnt to cooperate at a new level, improve internal and external organizational relationships [2].

The appearance of publications of the scientists from Stockholm School of Economics [3] gave an opportunity to consider ways of the organization (mechanistic, bureaucratic, flexible, open, adaptive, environmental, self-taught systems of the future), examine creative and destructive powers of

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organizations (unconscious energy, group dynamics, effective leadership, interpretation of reality, resistance and “protective mechanisms”, subcultures, corporate “shadows”, ethical aspects of the organization), analyse transformational changes of organizations (review of the relationship with the environment, change of attractors: the logic of chaos and unease, contradictions and crisis: the logic of dialectical change). The research of the scientists from Harvard University reveals the features of adaptive development organizations, focuses on a strategic approach to building a corporate culture, addresses the stages of appearance of sense of community in the organization, illustrates the importance of personal satisfaction from work, sense of awareness and significance of one’s work and simply happiness, staff members’ personal integrity and their sense of completion. Based upon these studies, a number of countries and the UN are working upon new indicators of development of society and national economies, for instance GNH (gross national happiness).

Ukrainian researcher Valerii Pekar considered organization development in the context of integral understanding of the world and studied evolution of the organization from the perspective of three systems: technological modes, thinking paradigms, economic relations. He noted that in the development of any organization there can be delays, imbalances, catching-up or outstripping leaps, whereas the distinctive features of organizations of the future, according to him, are the absence of hierarchies, collective leadership, openness. He also focused his attention on the fact that in the modern organisation one does not need to manage the structure, but to define the border of the relationships and create a trust-based environment [5, 6]. Another group of Ukrainian researchers insists that modern open conscious organizations have to be based on principles of cooperation, integration, multivariance and self-organization [7].

The research objective. To study organizational transformations in a historical perspective and identify assumptions of implementation of management of conscious adaptive next-generation organizations, which creates a unique strategy for partnership and fulfilling human potential as well as develops a strong corporate culture, innovative businesses and achieves outstanding results.

The statement of basic materials. In the modern business environment the vast majority of leaders are not proactive, they try to deal with a series of accumulated current routine problems of an organization, which only makes them worse, but does not solve them. Top-managers and owners feel a real threat and they no longer need to be convinced of the urgent need for update and modernization of a company. The convenient and familiar hierarchic pyramid appears to be perceived as something obsolete and cumbersome, but which alternative structures can replace it? How can one make management decisions and engage staff members to this process? - Is this not a recipe for disaster? How to give a promotion? Is it worth using “a career lift” or a multi-criteria procedure of candidates’ selection? How to connect a staff member’s results and the reward? Is it worth spending vast sums of money on prospective employees’ training, when in reality these talented and well-qualified people will spend much of their working time imitating productive activities or go over to competitors, taking the acquired competence and client base with them? How can one tackle these issues without any drama, intrigue, conflicts and internal competition between departments and specialists? How can one conduct productive meetings? The ones that motivate to achieve top results and do not turn into platforms for combinations theory geniuses, who support brilliant budget versions aiming at clouding shareholders’ eyes. How to get staff members to be more engaged and sincere instead of showing off their radiating charisma, covering various selfish motives? The long list of questions illustrates the need of science and practice for the concept of forming the adaptive organization of conscious development. Thus, one has to identify which management actions need to be performed for the model of organizational development to work efficiently.

First, getting rid of organizational “disadvantages”: the culture of fear (the collective unconscious and rigid negative corporate memory), a conventional way of thinking, bureaucratic arrangements, suppression of initiatives, eliminating weak procedures and communication barriers, eradicating total control and rigid hierarchization, not imposing additional restrictions, not being afraid of mistakes, providing freedom to express one’s views, avoiding idealization, isolation and professional burnout.

Second, developing organizational “advantages”: building a free, open, powerful, synergistic team of like-minded professionals, with the same values, inspired by an ambitious challenging aim, a self-

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realization opportunity, loyal organizational culture with the strong group mind of a winner targeting the result, which is well-balanced between personal aims and values of the organization.

In the model of conscious development, it is vitally important: to strengthen the “advantages”, neutralize the “disadvantages” and turn them into “benefits”; change forms and systems of training, use information and technological innovations; create and maintain a corporate environment based on trust and harmony; adhere to a comfortable psychogeography in a team and keep to the team rules of decision-making.

One of the relatively new scientific and practical approaches to forming the conscious adaptive organization is team coaching that enables transformation of the organization into a synergistic team of professionals with agreed conscious objectives. Team coaching can help an organization to resolve its conflicts, overcome internal communication barriers, reduce “bunker mentality” and improve business processes by means of reflection, a constructive dialogue and active interaction. Owing to coaching, teams become more efficient in meeting their objectives, work turns into experience, which brings satisfaction, there establishes the culture of meaningful cooperation, teams become creative and cope with problems on their own. And as soon as there is harmony in a team, duties will be performed and quotas will be met willingly, conscientiously and in a flexible way. The maintenance of the corresponding format of relationships gives an opportunity to each person to express and fulfil themselves, team spirit and individual talent are harmonized to the fullest extent possible, participants interact intuitively, having their own efficient code of group communication, the living adaptive organizational mechanism becomes conscious and flourishes.

Conclusions. Management of conscious adaptive organizations is an art of divergent original management, consisting of a list of complementary ideas and actions, which form the integrated logic and the theory of organizational changes. The ability to read and perceive what is happening in the internal environment of an organization loyally and initiate efficient corporate transformations is the main competence of the leader, who triggers an open exchange of ideas, being improved in the process of organizational development and turning into a strong corporate culture of identification and creation of a common system of values, which unite and inspire the organization, maintaining its recognisable, free, flexible and adaptive style of creative and socially oriented business.

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