

Pavlova R.K.

Tymoshenko V.F.

Taurida National V.I. Vernadsky University

MANAGEMENT OF CHANGE IN THE ORGANIZATION

The article deals with the management of organizational changes, which is a specific management function. The general functions and stages of management are defined. The life cycle of the organization and transitions from one stage of development to another are considered.

Modern organizations of various industries operate in conditions of uncertainty, dynamism, and complexity of the external environment. Effective management ensures better use of available resources than was planned. This gives rise to a desire for various kinds of changes. Changes require a transition to a higher level of organization development. Although changes are both necessary and imperative, managers must make sure that specific changes make sense. The cost of the process of implementing the change should be weighed because the financial gain will not pay off the split and differences in the psychological climate of the team.

The search for the optimal co-existence of collective and personal underlies the formation of any effectively working team.

The development of employees' confidence in their abilities and commitment to change makes it possible to understand their own interests and this will contribute to the implementation of the overall goals of the organization. Fear and distrust prevent employees from learning new ones.

Direct communication with employees, informing them about the content of the organizational system of balanced indicators and changes associated with it; about the current situation that led to changes.

Timely information on the duration and effects of change does not raise doubts or rumours that can undermine trust in managers. But right away too much information can give workers resistance as time is needed to "digest" all information, so it needs to be dosed.

Informing employees about the benefits of change and how they will help to improve the future situation of both the worker and the organization have positive effects. The implementation of the necessary decisions is made easier when those responsible for changes meet people who resist changes and give detailed answers to their objections.

If the resistance of the employees is too strong and one cannot count on the support of most employees, the project must be suspended.

Changes are always a risk. But do not change – means to take even more risk. Because the risk – the possibility of occurrence of an unfavourable event. Under this one understands the probability of loss of organization of its resources, lack of income or additional losses as a result of certain activities, and other negative consequences.

Any organization always strives to balance. When there is a balance, it is easier for workers to adapt.

Resistance to change is partly a positive phenomenon, since it indicates the sustainability and viability of the organization as a system. Therefore, the main task of the manager is to direct the energy of resistance to changes in the direction of organizational development.