

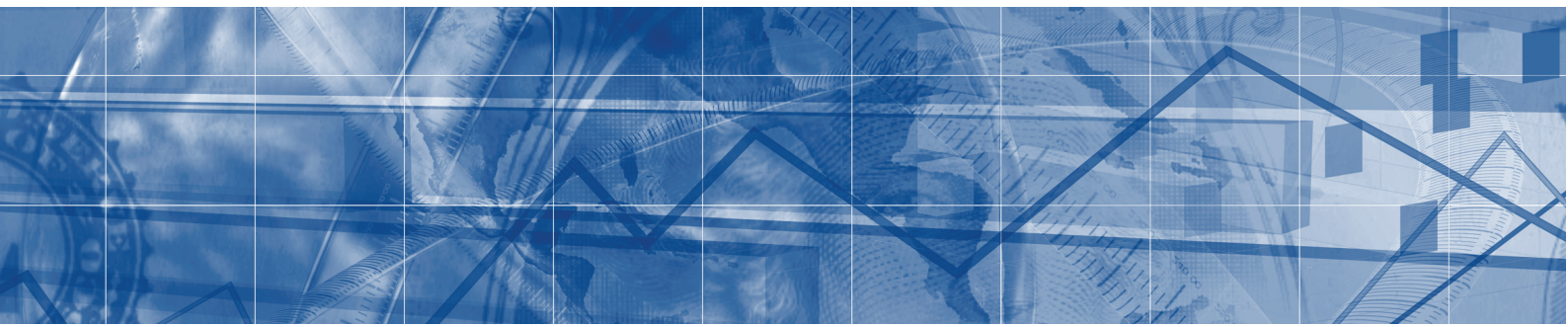


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## THEORETICAL APPROACHES TO THE FORMATION OF CORPORATE SAFETY OF ORGANIZATIONAL DEVELOPMENT OF THE ENTERPRISE

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**Annotation.** Theoretical approaches to the formation of corporate safety of organizational development are considered in the work. Evolutionary theories of life cycles of organizational development, models of management of organizational change and appropriate management tools (reframing, restructuring, motivation, revitalization) are analyzed. Methodical support for the formation of safety of strategic changes is determined.

**Keywords:** organizational development, corporate security, theoretical provisions, business model, management tools, methodological support.



**Анотація.** У роботі розглянуто теоретичні підходи до формування корпоративної безпеки організаційного розвитку. Проаналізовано еволюційні теорії життєвих циклів організаційного розвитку, моделі управління організаційними змінами та відповідний управлінський інструментарій (рефреймінг, реструктуризація, мотивація, ревіталізація). Визначено методичне забезпечення для формування безпеки реалізації стратегічних змін.

**Ключові слова:** організаційний розвиток, корпоративна безпека, теоретичні положення, бізнес-модель, управлінський інструментарій, методичне забезпечення.



Theoretical grounds for describing corporate safety of organizational development are created by an evolutionary theory, according to which organization, like biological, have their own life cycle. There are at least ten theoretical models of organization development. The model is considered to be the model proposed by the American



researcher L. Grainer, who has identified 5 phases in the process of organizational development, each ending with the organizational crisis, and each of these crises, in turn, can only be overcome by changing the form of management and organizational structure of the company. The basic provisions of his theory remained true after the time: 1) the presence of clearly identified phases in the development of the company (3 to 15 years and each is characterized by its unique structure, management system and type of leader); 2) revolutionary periods of transition from one phase to another; 3) preserving the «paradox logic» when the solution to the problems of one phase becomes later a problem; 4) the main resistance to changes is concentrated «above» because it most affects the status and power of top executives [1]. Currently, the most typical is the state of «organizational death», that is, many companies do not go through all stages in their development: either die or absorbed by other companies [2].

The theory of life cycles of business organizations, proposed by American researcher I. Adizes in the late 1980s, focuses on the two most important parameters of the organization of the organization: flexibility and control (controllability). Young organizations are very flexible and mobile, but poorly controlled. When the organization grows up the ratio changes, controllability increases and flexibility decreases. The stages of the organization's life cycle are divided into two groups: growth and aging. In the process of growth, any company faces some difficulties and problems that can be divided into two categories at each stage of development of the organization: the first include the so-called growth diseases, that is, problems that are caused by the immaturity of the company and which, like childhood infectious diseases, are very difficult to avoid; The second category of problems is called organizational pathologies. The essence of differences between two categories of problems is that indefinite diseases of growth are transformed into pathology, which is no longer able to cure from which the organization is no longer able. Thus, the task of the organization's management is not in the formation of a situation where there are no problems at all, but in the prevention of pathology. With the right strategy and tactics of the company's development, it can reach a heyday and, in principle, to be in this state infinitely long. In the presence of this fundamental possibility is the main limitation of the analogy between the development of a business organization and a living organism. The key to managing the organization is the ability to focus on solving the problems that are inherent in this stage of the organization's life cycle, so that it can develop further.

Conceptual models of organizational change management are components of organizational theory. The first of them was formed under the influence of technological and information development in the mid-1990s, so they take into account the social and technological aspects of organizational development. The following concepts include [3]: K. Levin's business transformations, a model of transformation of Business F. Gujar and J. Kelly, JP Cotter, the model of «Change curve» by J. Dac, «Theory of Organizational Changes E and O» by M. Bir and N. Noria, the model «iceberg» SN. Herman. Some of them are aimed at identifying the reasons for resistance to change and describes the «state of readiness» of the organization for their implementation (J. D. Dak, A. A. Armenakis).

The concept of F. J. Guyar and JN Kelly views the enterprise as a «biocorporation», where business transformation is an organizational redesign of genetic architecture [4]. The concept authors suggest making changes to achieve the intended goals at the same time (but at different speeds) using tools such as:

Reframing is a strategic understanding of organizational plans, a shift in a statement about what the corporation is now and what can achieve. Achieved through the development of vision of perspective, construction of a system of indicators;

Restructuring is an important preparatory stage that allows the company to achieve such an efficiency that provides it with competitiveness. The result is the formation of an economic model, the ordering of infrastructure, the redesign of the architecture of business processes;

Revival (revitalization) – excitation of growth by establishing a communication of the body of the corporation with the environment. It is carried out at the expense of concentration on the needs of the market, the release of new markets and the opening of new types of business, information technologies that change the rules;

Recovery - belongs to the human side of the process of transformation and spirit of the company. They are implemented by the development of the remuneration system, the organization of individual training, the motivation for the development of the organization.

The most significant achievements of the developed conceptual models of organizational development



management can be considered descriptions of methods, techniques, tools and tools that provide and create conditions for economic security of implementation of organizational changes. Thus, I. Ansoff is a strategic toolkit in the implementation of organizational change processes, in the theory of M. Bir and N. Noria - management levers, in the model of K. Frellinger and I. Fisher a pond on leadership and cultural environment; In F. Guyar and J. Kelly, identifying key methods and means for the implementation of strategic changes in accordance with the stages of the organizational development process – reformation, restructuring, revitalization and renewal. The formation of strategic change management theory includes a review of conceptual models from K. Levin to D. Dak [4; 5]. The tools for the safety of organizational changes are presented in Table 1.

Table 1

**Tools of formation of corporate safety of organizational development of enterprise**

Tools	Content
Methods of implementation	Reformation, reorganization, transformation, restructuring, reengineering, reconstruction, revitalization, redesign
Security Criteria for Organizational Change Security	Sustainability of the financial and economic condition of the enterprise, increase of efficiency of activity, growth and innovative development, availability of competitive advantages in the market
Change strategies	Correspond to the types of internal strategies (market concentration, market development, new product development, diversification, investment) and external (integration and diversification) growth
Methods for selecting, controlling and evaluating strategic changes	Strategic analysis and accounting, controlling, outsourcing, benchmarking, reframing, coaching, methods of assessing readiness, risks

Existing concepts of organizational development create a certain methodological basis for the development and implementation of strategies of domestic enterprises: to identify strategic directions of development, criteria for achieving goals, to form a set of models and management tools, to identify key security factors, to choose methods for analyzing and evaluating organizational changes. Empirical studies of organizational development processes will confirm or refute a certain composition of management tools.

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