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**«ЕКОНОМІЧНІ ТА СОЦІАЛЬНІ АСПЕКТИ
РОЗВИТКУ УКРАЇНИ»**

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У матеріалах конференції знайшли відображення економічні та соціальні аспекти розвитку України. Були запропоновані шляхи вирішення найактуальніших та нагальних проблем багатьох сфер сучасного бізнесу та новітні управлінські технології в сучасних турбулентних умовах існування підприємств. В доповідях особлива увага приділялась прикладному характеру досліджень та їх впливу на поліпшення економічної ситуації в країні.

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Матеріали додаються за оригіналами рукопису

Редакційна колегія не несе відповідальності за зміст та сутність наданих матеріалів

ASPECTS OF MANAGEMENT OF SYSTEMIC EXCELLENCE OF AN ENTERPRISE AS A BUSINESS ORGANIZATION IN CONDITIONS OF UNCERTAINTY

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The current state of the world, and accordingly the external conditions of the functioning and development of enterprises, which in terms of influence have an advantage over the influence of an individual business entity, are characterized by a high degree of uncertainty. A high degree of uncertainty directly affects the work with risks, the assessment of the probability of occurrence of certain events that can significantly affect the activities of the enterprise, lead to various kinds of failures, failures in the work of the enterprise and other violations that can destabilize its activities and cause significant negative consequences, including catastrophic ones - cessation of activities and liquidation.

Uncertainty regarding enterprise management is a certain state associated with incompleteness, untimeliness, and a certain unreliability of information for decision-making by the management of an enterprise of a particular business entity regarding issues of its functioning and development, primarily of a strategic nature. The management system encounters a high degree of uncertainty when strategizing and going through the strategic cycle, primarily in the context of analyzing the external environment. The management trap regarding these issues is to find a certain strategic focus and implement the necessary changes in the internal environment of the enterprise, taking into account that the higher the degree of uncertainty, the more difficult it is to find a point of application of efforts regarding the criteria of effectiveness and efficiency in the context of preserving and increasing the strategic potential of the enterprise. Therefore, strategic management and the stage of studying the external environment from megatrends and their possible impact on the activities of the enterprise, to the state of favorability of indirect and direct influence of stakeholders in the context of political, socio-economic, technical-technological, environmental, legal and cultural components, should become a permanent function of the management system of the business entity.

Enterprise management in conditions of uncertainty is directly related to understanding the essence of its types [1, pp. 27-29]: aleatory (stochastic nature of the world, instability and variability of the physical environment); epistemic (secondary to absolutely physical uncertainty, manifested in lack of knowledge

or misunderstanding of events and phenomena); semantic (associated with vague interpretations and misunderstanding of specific concepts and ideas, uncertainty in the interpretation of words).

Taking into account the aleatory type of uncertainty is primarily associated with organizational research within the framework of the implementation of permanent functions in the enterprise management system for those objects of analysis of the external and internal environment of enterprises that require rhythmic collection and analysis of information for the purposes of monitoring and further decision-making in order not to lose the strategic potential of functioning and development. Why is the rhythm of information collection for further analysis related to the speed of change? Regarding the study of the object and requires the establishment of adequate time frames so that the analysis for decision-making is not outdated, but meets the requirements of completeness, reliability and validity. That is why in conditions of uncertainty, strategic management becomes particularly important. Also, in connection with the object of study itself, it is advisable to focus on the analysis of soft signals, which requires breadth and openness of thinking, understanding of non-obvious cause-and-effect relationships taking into account soft factors and acquiring the necessary level of competence. In this context, the question arises of the flexibility of the management system, regarding the speed of response and its potential for change. Traditional management systems, which are based on a linear-functional approach to managing the object, are effective in the context of the tactical level of management within the framework of the main activity. However, if we are talking about taking into account the types of uncertainty to increase the effectiveness of strategic management, and it is at this level that the greatest area of uncertainty increases, then it is necessary to apply team intelligence throughout the management system based on a project approach and the creation of cross-functional working groups on all existing issues of this level of complexity. Why is it necessary to base group dynamics on this with the creation of feedback from external specialists in order to avoid the trap of tunnel thinking.

The aspects of working with the epistemic type of uncertainty are the formation of hard and soft skills among representatives of the enterprise's management and all categories of personnel at the enterprise within the area of responsibility for meeting the challenges of modernity. This includes increasing the level of tolerance for change, flexibility and adaptation, systemic, strategic and critical thinking, design thinking, leadership, working with knowledge of the matter, teamwork, emotional intelligence, etc. The focus should be on identifying weak areas and insufficient level of skills for effective work in conditions of uncertainty, taking into account the strategic targets of the enterprise. Periodic diagnostics of the level and further development to reduce the strategic gap between employees of management levels and functional areas should become a constant task. A high level of hard skills in pairs with a high

level of manageability of the object of the main activity of the enterprise (production of products and/or provision of services) and provides its service and management orientation at the tactical level is a key task for working with this type of uncertainty in terms of directing the focus of the management system to more complex and strategically significant aspects in the context, deepening the level of understanding of events and phenomena in the external environment in conditions of uncertainty. Taking into account this type of uncertainty is also associated with the collection, analysis of information for further decision-making in the context of enterprise activities.

Semantic uncertainty requires the creation of an effective communication system, a single information field and a system of operational definitions at enterprises to reduce the likelihood of vague interpretation and unambiguous understanding of the essence by all employees, from the strategic to the tactical level, depending on the position at the enterprise and the object of management. The importance of reducing semantic uncertainty stems from the fact that language, in certain cases, performs the internal function of thinking, and only then is used as a means of external communication [2]. It follows that what the management of the enterprise transmits and those tasks that it must be provided with a single substantive field as a result of this, by feedback methods, achieves confidence in the unambiguous understanding of their essence, importance, efficiency and effectiveness of implementation by all participants in the process/project. It also requires the formation of such control and feedback systems that minimize the loss of time, resources and demotivation, which is based on the vagueness of interpretations. The focus of strengthening work with this type of uncertainty in the context of the means of working with it lies both in the institutional and cultural plane. Corporate culture should be built on constructive values: openness, initiative, competence, thoughtfulness, teamwork, development, timeliness, purposefulness, etc. A corporate culture that allows development in conditions of uncertainty is a certain bulwark of stability and antifragility, because in such conditions everything is mobile, except for ethical principles and foundations, as well as the values on which business is conducted, the team is built, interaction with clients and partners. Trust is what becomes valuable for money in conditions of uncertainty and allows it to be reduced, and, as a consequence, to increase financial and economic results and strengthen financial stability.

From the position of managing the systemic excellence of an enterprise, as a business organization - the management of the enterprise needs a program that in its systemic state (state elements and connections between them) is fragile. At the same time, the systemic excellence of the enterprise is a function of the systemic state of the enterprise [3, p. 54], its content is manifested in the multifaceted excellence of the system structure and its internal environment, which arises from interaction with the external environment, with the maximum possible implementation in them of the system properties known in the theory of

the system (static systemic excellence) and the perfection of the organization of the functioning of systems, with the maximum possible compliance with the system principles and laws of the functioning of the system known in the theory of the system (dynamic systemic excellence) [4, p. 32-33].

In general, regarding the management of the systemic excellence of an enterprise in conditions of uncertainty, it is necessary to find answers to three main questions: What is fragile? What changes need to be implemented to form/strengthen stability? What changes need to be implemented to form/strengthen antifragility? This question should be asked at least once a year within the strategic development session of the enterprise and returned to them every 90 days in the aspect of the plan/actual analysis developed in this context.

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