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DOI: [https://doi.org/10.37634/efp.2020.5\(2\).3](https://doi.org/10.37634/efp.2020.5(2).3)

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UDC 658.012.23

JEL: D46; L20; M11; O32

DOI: <https://doi.org/10.32983/2222-4459-2022-1-414-423>

THE SYNTHESIS OF MANAGEMENT PRACTICES AT A PERFECT INNOVATION-ACTIVE ORGANIZATION

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UDC 658.012.23

JEL: D46; L20; M11; O32

Shaulska L. V., Hrynkevych R. I. The Synthesis of Management Practices at a Perfect Innovation-Active Organization

The article develops an image of a perfect innovatively active organization and tests of its diagnostic capabilities at the enterprises of the machine-building industry. The current conditions of functioning of organizations that actively carry out innovative activities have led to the use of post-neoclassical managerial rationality as a converging epistemic paradigm, which allows to systematically examine the phenomenon of innovative activity. When constructing the image of a perfect innovatively active organization, the existing pool of managerial knowledge, taking into account dynamism, non-linearity, complexity and uncertainty of conditions, was systematized and synthesized on the basis of the use of synergistic approaches, which provided possibilities to form systemic ideas about the characteristics of an organization capable of organic coevolution with the external environment. The hypothesis used for the present study is as follows: the modern market environment is characterized by inequality and dynamic organization, which can be coevolved only by applying the cognitive potential of a wide social environment. This, in turn, involves an appeal to the mechanisms of self-organization, which are able to create management models of a fundamentally different order of complexity, are sensitive to changes in the external environment, and are able to produce relevant adaptive reactions to these transformations. In the course of the study, the synergistic approach was used to select the congruent properties of a perfect innovation-active organization. The list of progressive management practices of a perfect innovation-active organization is typologized and synthesized. On the basis of the proposed image, a questionnaire is developed, allowing to diagnose the quality of management of innovative development of enterprises of the machine-building industry.

Keywords: innovation-active organization, management, co-creation, perfect organization, self-organization.

Fig.: 2. **Tabl.:** 1. **Bibl.:** 22.

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Шаульська Л. В., Гринкевич Р. І. Синтез управлінських практик досконалої інноваційно-активної організації

У статті розроблено образ досконалої інноваційно активної організації та проведено апробацію його діагностичних можливостей на підприємствах машинобудівної галузі. Сучасні умови функціонування організацій, що активно провадять інноваційну діяльність, обумовили використання постнеокласичну управлінську раціональність як конвергентну епістемічну парадигму, що дозволяє системно дослідити феномен інноваційної активності. При побудові образу досконалої інноваційно активної організації існуючий пул управлінського знання, враховуючи динамічність, нелінійність, складність і невизначеність умов, було систематизовано та синтезовано на основі використання положень синергетичного підходу, що дозволило сформувати системні уявлення про характеристики організації, здатної до органічної коеволюції із зовнішнім середовищем. Гіпотеза дослідження полягає в такому: сучасне ринкове середовище характеризується нерівноважністю та динамічною організованістю, коеволюційувати з яким можна лише, застосовуючи когнітивний потенціал широкого соціального оточення. Це, своєю чергою, передбачає апеляцію до механізмів самоорганізації, які здатні створювати моделі управління принципово іншого порядку складності, чутливі до змін зовнішнього середовища та здатні продукувати релевантні адаптивні реакції на ці трансформації. У дослідженні синергетичний підхід застосовується з метою селекції конгруентних властивостей досконалої інноваційно активної організації. В роботі типологізовано та синтезовано перелік прогресивних управлінських практик досконалої інноваційно активної організації. На основі запропонованого образу розроблено анкету, яка дозволила діагностувати якість управління інноваційним розвитком підприємств машинобудівної галузі.

Ключові слова: інноваційно активна організація, управління, співтворчість, досконала організація, самоорганізація.

Рис.: 2. **Табл.:** 1. **Бібл.:** 22.

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The general orientation of Ukraine's economy at innovation is objectively determined, and this fact is gradually understood at all levels. Still, sectors of the national economy and public administration differ significantly as for the pace of implementing the innovation model. Today, the business environment demonstrates a number of successful cases of designing and implementing progressive management practices focused on the development and operation of innovation-active organizations. The need to scale new productive approaches adds actual value to the task of developing a congruent management model based on already used management methods that have proven their effectiveness, and adapted to the environment characterized by dynamic change, complexity, and uncertainty. A model demonstrating signs of perfection, is a working tool suitable for mass use based on choosing certain combinations of components, while maintaining the conceptual, mandatory performance elements and basic principles. Having analyzed the classical management concepts in terms of running innovation-active organizations, we come to conclusion that they perceive the laws of human behavior in a fragmentary, linear and distorted way, and so, their application at the object of management under study is quite limited. At the same time, the management of innovation-active organization in modern complex, uncertain, and unpredictable environment requires the existing innovative management practices to be systematized through the synthesis of the image of a perfect innovation-active organization.

Foreign authors also pay attention to the modern management of innovation-active organizations. For

example, J. Appelo has developed a concept of Management 3.0 based on the generalization of the achievements of classical management and experience in managing innovative IT-projects [1]. The German consultant and business coach H. Geiselhart formed the image of the XXI century enterprise, which is synthesized within the subject field of cognitive management [2]. L. Gratton, on studying the innovative management practices of British companies, formed the concept of a democratic enterprise [3]. In his works, C. K. Prahalad laid the foundation for the nonlinear innovation paradigm, which is based on the ideas of co-creation [4]. A systemic analysis of the management practices used at international innovation-active companies allowed G. Hamel to develop the concept of humanocracy, which reboots the interaction between the subject and the object of management [5]. In terms of self-organization, a number of research papers deal with the issue of improving the management process at innovation-active organizations. K. Bezghin studied the processes of creating innovative value, taking the theory of autopoiesis as a basis for analysis, and synthesized the concepts of open innovation, polysubjectivity and collaboration [6]. D. Zohar laid the foundation for nonlinear management, actively using the concepts of quantum mechanics and basing her research on the development of quantum leadership ideas and in-depth analysis of progressive management practices used at the Haier Chinese company [7]. S. Komarov developed a paradigm of post-classical management based on the concepts of self-organization and self-development [8]. In her works, H. Knyazeva synthesizes the concept of innovative complexity based on the use of the synergetic

approach [9]. Innovative culture as a sign of innovation-active environment and a condition for the rational use of human potential is also the subject of analysis in various research works [10].

Despite the sufficient elaboration of some issues and the considerable attention paid by scientists to studying management processes at innovation-active organizations, there still remain epistemic gaps in this area, e. g., synthesizing the ideal image of an innovation-active organization based on the specific configuration of the existing management practices that have accumulated in the theoretical and practical management discourse.

The purpose of the study is to form the image of a perfect innovation-active organization by systematizing progressive management practices based on the synergistic approach. Given this context, post-neoclassical managerial rationality is suggested to be taken as a generalizing basic epistemic paradigm that allows a systematic study of such a phenomenon as innovation activity. When building the image of a perfect innovative organization, the existing pool of managerial knowledge should be systematized and synthesized on the basis of synergetic approach, taking into account the dynamism, nonlinearity, complexity and uncertainty of the environment. Thus, it will become possible to create a system of ideas about the characteristics of the organization capable of undergoing organic coevolution in parallel with that of the external environment. This approach to designing the image of a perfect innovation-active organization is based on the fact that the eclectic nature of modern management does not contain a holistic concept that could determine and detail the content of interaction between the external and internal environment of innovation-active organization. Such a concept should identify the parameters of the order allowing the organization to coexist with the external environment and at the same time be in two positions, i.e. one of an external observer (reflective state), and the other of a direct participant (activity state). The hypothesis of the study is as follows: the modern market environment is characterized by imbalance and dynamic organization, and thus, an organization could only co-evolve with the environment by using the cognitive potential of the wider social environment, which in turn means appealing to self-organization mechanisms that can create management models of fundamentally different complexity, sensitive to changes in the environment, and capable of producing relevant adaptive responses to these transformations. Therefore, the article uses the synergetic approach to create a template, or a form of differentiation, that would allow scientists to select congruent properties of a perfect innovation-active organization.

The necessity to systemize prerequisites justifying the possibility of applying a synergistic approach to management discourse is proven by a number of socio-economic transformations. We consider it appropriate to

identify the following ones: 1) the dynamics of changes forms a state of metastability, in which an organization permanently exist in a quasi-stable relationship with the external environment; 2) the development of information and communication technologies creates unprecedented conditions for comprehensive connectivity, the latter being a new level of connections, integration and interdependence; 3) the formation of free and reflexively active communities, which exceed the level of cognitive potential and awareness present at specialized institutions; 4) increasing the complexity of innovative products and technologies; 5) intensive spread of various forms of collaboration; 6) leveling of linear causality; 7) growing uncertainty and unpredictability; 8) the spread of the Gaia hypothesis, in which our planet is considered as a single self-regulating superorganism; 9) the growing trend to disciplinary integration and interdisciplinary research within certain areas.

Thus, K. Bezghin proves that an innovation-active organization can only remain in the position of an external observer for a limited period of time. Substantiating this idea by using biological metaphors, the author gives the organization such properties as “operational isolation, heteroarchy, symbiotics, complexity.” [6, p. 144] Studying natural and artificial systems, M. Mitchell notes that complex systems capable of self-organization are characterized by: complex collective behavior; complex interconnections, free from the central control element; learning ability and highly adaptive behavior [11]. Analysis of special literature [8; 9; 12–14] allowed us to identify a broader list of requirements for an organization capable of self-organization in conditions of increasing complexity and uncertainty of the external environment:

- 1) an organization should be open, one that freely exchanges information with the external environment. An open organization, being in constant interaction with the external environment, assimilates its influences in order to permanently adapt its own business processes to the conditions of the market environment. Its antipode, a closed organization, focuses its observations on the internal environment, taking care of the effectiveness of its reproductive processes. Because of this, it ceases to notice that the results of its operation no longer meet the external requirements, and this process is characterized by the increasing organizational entropy (a measure of disorder);
- 2) an organization should artificially maintain the imbalance of its own processes, keeping them at a certain distance from the steady operation state, or mechanistic reproduction, when due to its own isolation from the environment and the mechanism of homeostasis (programmed maintenance of stable environment) the organization

only operates within familiar behavioral patterns, thus blocking the processes of self- and metareflection, artificially maintaining the illusion of self-perfection, and consciously cutting off innovative development trajectories, which are preceded by a certain organizational and ideological chaos. To keep the organization in a state of imbalance means to be in a state of permanent doubt that the chosen trajectory is optimal;

- 3) an organization should be nonlinear and practice nonlinear interactions. It is necessary to realize that there is an “inevitable imperfection of human knowledge and the need for a process through which knowledge is constantly transmitted and acquired” [15, p. 530]. According to the concept of “distributed knowledge” (F. Hayek) productive ideas and innovations can arise in any part of the organizational system. Anyone can criticize and question the chosen development trajectories. Due to this, a non-linear organization can change the pace and direction of its development, and be sensitive to small fluctuations, which in the future may become the defining trends;
- 4) an organization should be based on the permanent support of the active environment, both internally and externally. This should be achieved by supporting cognitive diversity and subjectivity of each potential actor in the processes of organizational life. Thus, the dynamic balance of a modern organization should be maintained through the following: diversity of participants, or “the law of requisite variety” (W. Ashby); ecological and constructive interaction of the different, or “order out of chaos” (I. Prigogine), or “order through noise” (H. von Foerster);
- 5) an organization should be able to learn, i.e. adjust its actions depending on the results of its previous actions. Organizational learning expands the range of its behavioral trajectories, which fact is reflected in its innovative products and projects;
- 6) an organization should produce coherent collective behavior as a coordinated action of a poly-subject, which arises in the interdependence of actors and can produce emergent effects.

Systemic comparison of the properties of a system capable of self-organization with the existing management concepts (*Tbl. 1*) provides an opportunity to fill them with specific management practices and to constitute the image of a perfect innovation-active organization.

Having generalized and systematized the ideological polyphony of current management concepts, which are synchronized with the properties of a system capable of self-organization, we developed a questionnaire that specifies and consolidates the image of a perfect innovation-active organization by benchmarking advanced

management practices. The survey involved 15 top managers of three domestic organizations (five managers from each), who were asked to assess the facts and events mentioned in the questions in terms of their relevance to the real state of affairs at their organization. The criterion for selecting organizations was their belonging to large enterprises in the engineering industry. The assessment was conducted on a five-point scale, where 5 meant fully corresponds; 4 – corresponds with certain adjustments; 3 – sooner corresponds; 2 – partially corresponds; 1 – does not correspond at all. For convenience, all the questions of the questionnaire are classified by groups of factors, which characterize the innovativeness of management practices and are synchronized with the properties of the organization capable of self-organization under relevant management concepts, which in turn comprise several structural elements (4 questions for each factor) assessing the phenomena and processes that relate to the specified factor and affect the level of innovation activity (*Fig. 1*).

While analyzing the synergetic characteristics of a perfect innovation-active organization through its openness, one should note several behavioral constraints that are removed and overcome due to the implementation of information openness. Openness of organizational activities is seen as a prerequisite for the existence of an environment having no confidential information, and thus, where everyone can propose their own decision or criticize any decision made by others. It may provide an opportunity to improve the quality of decisions made, and maintain their relevance to the interests and values of all the stakeholders. This is a prerequisite for empathic and contingent thinking, which could maintain the coherence of collective behavior, when the subject of management proceeds from the counterintuitive initial conditions of the array of potentially existing realities, each of which can be realized, but it should be consolidated with the values and objectives of the majority. The cognitive and informational limitedness of an individual subject of management, which in accordance with the “distributed knowledge”, [15] requires to obtain information from a particular place, makes up the basic behavioral prerequisite for the existence of organizational openness, which depends on the success of modern organizational forms and changes in the existing management practices. F. Hayek states: “The peculiar character of the problem of a rational economic order is determined precisely by the fact that the knowledge of the circumstances of which we must make use never exists in concentrated or integrated form but solely as the dispersed bits of incomplete and frequently contradictory knowledge which all the separate individuals possess. <...> it is a problem of the utilization of knowledge which is not given to anyone in its totality” [15, p. 520]. And building an open organization becomes the starting point to overcome this problem. On analyzing numerous research works [1; 2; 5; 6; 15–17], we

Table 1

Comparison of the properties of a system capable of self-organization with the existing management concepts

Property	Relevant management concepts	Author(-s)	Essence
Openness	Open innovations / business transparency	H. Chesbrough, R. Lucas, Jr., K. C. Lakhani	Paradigm of doing business, which provides an open policy of the organization on doing business, R & D and intellectual property
Imbalance	Heterarchy: the organization of dissonance / Kaizen / Reengineering	D. Stark, K. Nordström, K. Imai, M. Hammer	Heterarchy involves the organizational ability to support the functioning of multiple principles of evaluating ideas and innovations, in order to benefit from finding optimal solutions
Nonlinearity	Nonlinearity of the innovation process / Mass innovations / Grassroots innovations	J. Jansen, M. Castells, Ch. Leadbeater, E. Phelps	A modern organization is a set of receptors, each of which, due to its experience and specific perception, can become a source of various innovations, thus increasing the organization's potential for adaptation
Activity	Self-determination theory / Subjectivity / Cognitive heterogeneity	E. Deci, R. Ryan, V. Lepsky, S. Page	The organization's capability to support the diversity of actors (both the internal and external ones) involved in decision-making processes, and take into account (support) the values and objectives of each of them
Learning ability	Learning organization / Knowledge management / Cognitive management	P. Senge, H. Geiselhart, I. Nonaka	A learning organization can create, acquire, transfer, and store knowledge, due to which it changes the forms of its behavior in order to maximize its own capabilities
Coherence of collective behavior	Reflective governance / Push management / Polysubjectivity / Collaboration / Humanocracy	V. Lefebvre, R. Thaler, K. Bezghin, G. Hamel	Using technologies of the "soft" managerial influence, reflective management, and moderation to ensure coordinated polysubjective co-creation

Source: developed by the authors.

can generalize progressive management practices in order to assess the degree of openness, which provides for the free exchange of information with the external environment, thus neutralizing information constraints and stimulating self-organization to relevantly reflect market requirements and needs in their own business.

While creating innovative value, an organization carries out multi-iterative interaction with the end customer to clarify the basic properties and characteristics of the developed object in order to synchronize the image of innovation with the customer's current needs. The secrecy of innovative creativity should be overcome with the help of constant clarification, joint creation of the image of innovative value. This is, to some extent, a guarantee for preventing the innovator's internal focus from being placed on consumer expectations as for the developed innovation.

There is a practice of involving development teams in the stage of exploitation of innovative value and consumers' activity processes in order to relevantly diagnose

and understand customers' needs. The isolation of innovators in their own perceptual world sometimes causes "creating into the void" [6], or, as E. Phelps says, "<...> businesspeople who use their imagination to conceive of new products or methods and who use their ingenuity in implementing those products or methods" [18, p. 381–382]. Such detachment of the developers from the consumer ontology causes a rather low relevance level of the created innovations on a global scale (comprising only 30%). Traditional consumer surveys do not provide an adequate understanding of the customer's needs and requirements. This leads to the creation of "human-incompatible technologies", as Dan Ariely calls them [19], or innovations that only partially can relieve consumer stress, thus making it necessary to perceive and understand consumer ontology (through observation and empathy). In this way, important components of the design-thinking methodology are conformed and clarified from the behavioral viewpoint.

R&D carried out at an organization are open to innovation-active actors in the environment. The cognitive

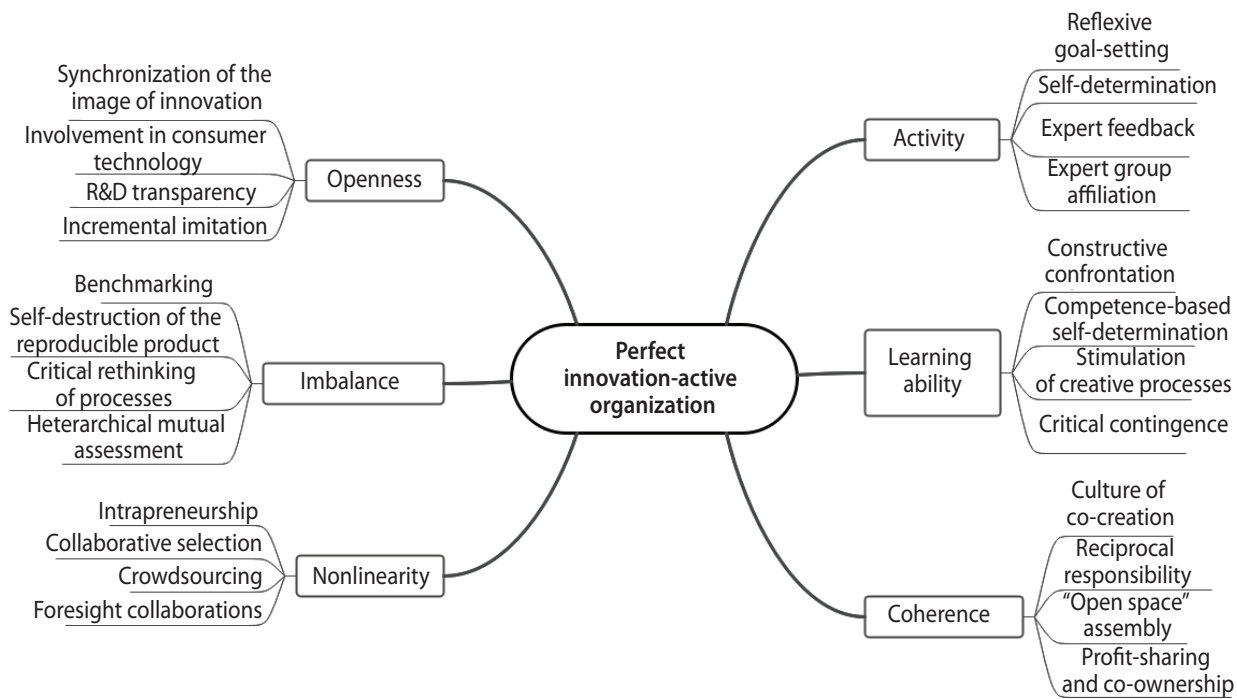


Fig. 1. The structure of management practices at a perfect innovation-active organization

Source: developed by the authors.

limitedness of the world models of innovators who are full-time employees at R&D departments must be overcome through the transparency of some innovation stages for external free cognitive diversity, which may significantly expand the possibilities of recombination, gradual awareness, and scaling (proliferation) of the innovative value properties, so that innovation value can be relevantly adjusted to consumer demands and expectations.

Incremental imitation of innovations arising outside the organization is actively used. The innovation strategy, or “creative imitation” described in Peter Drucker’s textbook “Innovation and Entrepreneurship” [20] is becoming most widely used in the modern world for a number of reasons [21], but the key one is the possibility to identify the trend initiated by external players and to improve it, thus more fully adapting it to consumer preferences. As for the level of organization’s openness, TOV PromAvtomatika Vinnytsia (Limited Liability Company) received the highest marks for its management practices in comparison with the image of a perfect innovation-active organization. This company has relatively well-developed procedures for synchronizing the image of innovation, and a system of incremental imitation of innovations (Fig. 2).

We understand imbalance as a mechanism allowing organizations to constantly balance between the effectiveness of reproducible business processes, reflected in the implementation of the continuous improvement philosophy, and the adaptive capacity of development processes, which means using critical meta- and self-reflection on the product line, business processes, and

strategic trends, all of them being triggers to improve and fundamentally restructure the business model used.

The maintenance of system imbalance is due to the necessity to keep the organization from focusing on equilibrium functioning that is fixed on the internal locus of control and self-efficacy. System imbalance creates an opportunity for the organization to find the best ways of adapting itself to the external environment through the heteroarchic evaluation of its own processes and products, and by provoking dissonance and self-destruction. The advantage of this instrument is its native installation in mechanisms of human behavior, namely “it is not the product of human design and that the people guided by it usually do not know why they are made to do what they do. <...> The problem is precisely <...> how to dispense It with the need of conscious control and how to provide inducements which will make the individuals do the desirable things without anyone having to tell them what to do” [15, p. 527]. Support for the system imbalance can be realized by observing external advanced practices, or benchmarking, which involves the participation of an innovation-active organization in various communities and the implementation of advanced practices in their own processes.

Also, this property of the innovation-active organization can be activated by using internal practices focused on the following: self-destruction of the reproducible product for continuous improvement; critical rethinking of processes, realized through the procedure of collective metareflection on the existing practices in order to provoke organizational dissonance;

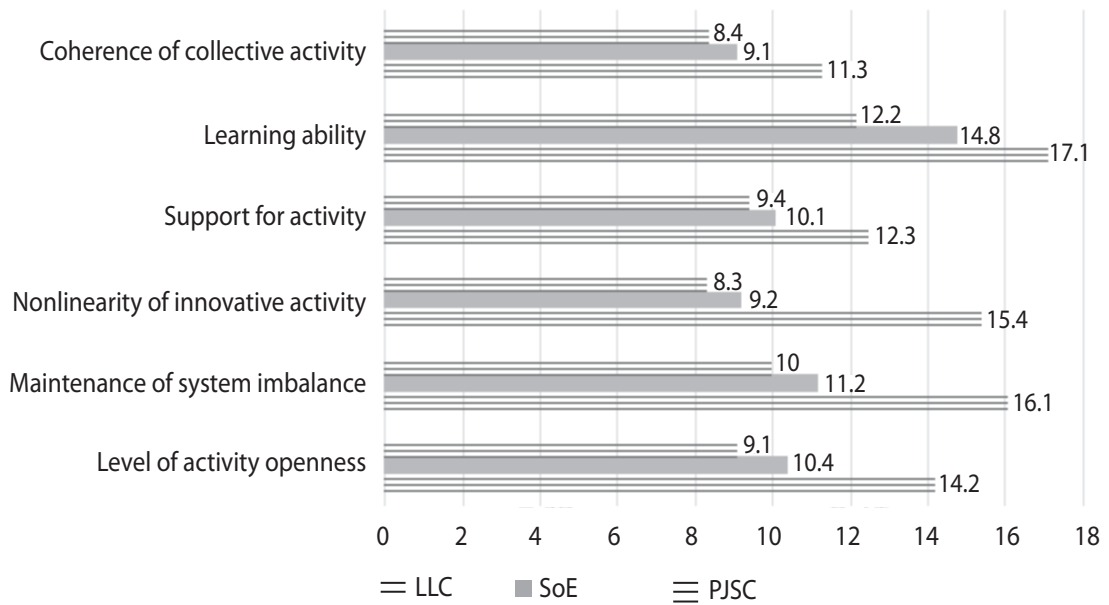


Fig. 2. Assessment of the compliance of the management practice used by machine-building enterprises with the image of a perfect innovation-active organization

Source: developed by the authors.

heteroarchic mutual evaluation, which involves a cross-sectional and multiple approach to evaluating innovation proposals arising in the internal market of innovation. Among the surveyed organizations, the support of imbalance is closest to be excellent at TOV PromAvtomatika Vinnytsia, which is an active participant in benchmarking communities and has developed procedures to support internal dissonance (see Fig. 2).

Nonlinearity of innovation means that an organization as a whole realizes that the best examples of innovative values can arise in various fields, which fact determines the developed capacity of the organization to carry out reflective observation and unbiased selection of innovative ideas from multiple sources.

The concept of nonlinearity of innovation development implies that innovation can arise in any of the subsystems, and not necessarily in specialized institutes or departments. This is stated by F. Hayek: “<...> every individual has some advantage over all others in that he possesses unique information of which beneficial use might be made, but of which used can be made only if the decisions depending on it are left to him or are made with his active cooperation” [15, p. 522]. This idea is developed by G. Hamel: “more ideas, more passion, fewer blind spots and faster development – are critical to building an evolutionary advantage” [5, p. 151]. This opportunity can be provided by the following: a developed system of intrapreneurship (internal entrepreneurship); foresight collaboration, which involves moderating an open online platform for strategy development and building an image of the future, where all employees of the organization and stakeholders can share their views and leave suggestions.

A perfect innovation-active organization uses such alternative points of innovation growth as: collaborative selection, realized through the use of downsourcing (involving consumers in improving the prototype) and crowd testing (using online communities to evaluate the innovation quality); crowdsourcing, which involves external actors (competitors, consumers, suppliers and others) in various stages of creating innovative value.

In terms of implementing the nonlinear paradigm of innovation, it should be noted that the creation of relevant innovation values requires imitation and reproduction of market mechanisms at the organizational level to select ideas and further allocate resources. In this context, the following F. Hayek’s opinion is relevant: “The whole acts as one market, not because any of its members survey the whole field, but because their limited individual fields of vision sufficiently overlap so that through many intermediaries the relevant information is communicated to all.” [15, p. 526]. As G. Hamel notes, collective intelligence can be invaluable when evaluating the potential return from a new product launch, price change, reorganization, or new marketing campaign. Creating an internal market of ideas requires effort, but it is cheaper than a big mistake in business [5, p. 147].

The assessment of the “activity” property was based on the self-determination theory by E. Deci and R. Ryan, which belongs to the group of cognitive motivation theories and is rooted in the innovative understanding of basic needs, which in its turn is the driving force of co-creators’ supra-situational activity seen as their capacity to bridge logical and knowledge gaps when creating innovations. Internal motivation is defined by the authors as “the innate, natural propensity to engage one’s inter-

ests and exercise one's capacities, and in so doing, to seek and conquer optimal challenges" [22, p. 43]. Internal motivation is triggered by the parameters of the activity itself, which are regulated through the creation of specific conditions for reflectively active employees. The authors argue that linear stimulation through providing material reward to staff members shifts the locus of causality from the internal to the external one, thus causing internal motivation to fall. Because of this, innovation activity is either perceived as a means to achieve other goals, or as a forced activity influenced by external circumstances, and this always reduces its effectiveness compared to activities meeting internal personal interests.

So, we suggest the following practices helping to evaluate and regulate the parameters through which the activity of co-creators in an innovation-active organization is carried out: reflective goal-setting, meaning that the manager should discuss the company's goals with the staff, and together they identify the best ways to achieve them; self-determination of the activity areas and of the required means, carried out by the staff; expert feedback received through regular evaluation of author-developed suggestions in innovation and invention; affiliations to an expert group characterised by intersubjective interaction and mutual respect.

Assessing the organization's learning capacity, we mainly put emphasis on practices providing opportunities for a polysubject to collaborative learning and mutual expansion of thinking patterns to adapt to new knowledge and contexts. The analysis of a wide range of real innovation-active organizations allowed us to select the following advanced practices: constructive confrontation, or policy of regularly updating a field of knowledge by involving in the project activities such specialists who are holders of innovative and post-classical knowledge, and by organizing creative discussions between them and classical views representatives; competence-based self-determination, or a policy of changing the competency profile of the staff by providing a free choice of interdisciplinary contacts and functional areas of activity for capability development; intensification of creative processes, or stimulating the employees' creativity by acquainting them with the techniques used by and skills typical for successful innovators, and by internalizing these techniques and skills by preparing specific business propositions; critical contingency, or an organization's capacity to constantly review its own experience and longstanding reactions to certain events through meta- and self-reflection.

For the coherent collective behavior to appear and develop, it is necessary to transform those established interaction practices and managerial thinking, in general, which are among the most inert management concepts. The formation of coordinated, cooperative behavior is partly determined by the following factors: the culture of co-creation (teams dealing with such issues as quality,

improvement, innovation, etc.); reciprocal responsibility (a team can replace their leader, who is irrelevant to the project (goal) being implemented); "open space" assembly (in the case of assembling a symbiotic polysubject at the enterprise, stakeholders are free to join the relevant working groups); profit-sharing and co-ownership (staff involvement is stimulated by including them in the distribution of profits earned by the organization, and by letting them become co-owners of the organization).

Having compared management practices used at machine-building enterprises with advanced practices, we can state that it is the subject-to-subject relations that need the most careful adjustment. Signs of activity and coherent collective behavior at all the enterprises surveyed have received low scores (see Fig. 2). This testifies to the deep-rooted pattern of rational bureaucracy and a mechanistic image of the organization among the management staff.

Thus, using a synergetic approach to innovation management within the general management discourse makes it possible to harmonize the relationship between a number of dichotomous categories within classical management, among which we think it necessary to identify a number of opposition pairs, namely: external vs internal environment; rational vs irrational behavior; subject vs object of management, and many others. Such expansion is due to the blurring of artificial semantic boundaries that were necessary in classical management, as they fixed order within the paradigm of rational bureaucracy, but proved to be extremely limited in a complex and uncertain environment. This led to a fundamentally different causality of the management process, which was identified in the present study. The creation of organizational openness, which has broader connotations than those suggested by the established definition, has identified the system imbalance, which fact, in turn, requires a nonlinear perception of the innovation process. This also requires forming an innovative, subject-oriented perception of the social environment involved in co-creation. The new perception should be based on a number of management concepts, which need to be coordinated and justified in their entirety.

So, a minimal nonlinear reflective impact on the social subsystem is the key to using a synergistic approach to managing an innovation-active organization, in which it becomes meaningful to consider the behavioral patterns of an individual and, according to K. Levin, the influence on "channel factors," or using the terminology suggested by H. Haken, "order parameters". It allows the subject of management using minimal efforts (or interventions) to maintain organizational identity and guide the process of self-organization in a potentially resonant direction of innovative development. In this context, the process of self-organization in an established field of management receives the function of self-determined emergence and facilitation of complex coherent collective behavior,

which is focused on maintaining a high adaptability level of an innovation-active organization. ■

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УДК 331.1

JEL: J20; J24; J29; M50; M54

DOI: <https://doi.org/10.32983/2222-4459-2022-1-423-431>

ОЦІНЮВАННЯ ПЕРСОНАЛУ КОМПАНІЇ В КОНТЕКСТІ НОВОЇ СОЦІОЕКОНОМІЧНОЇ РЕАЛЬНОСТІ: РЕАЛІЗАЦІЯ СИСТЕМИ ОКР

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УДК 331.1

JEL: J20; J24; J29; M50; M54

Вонберг Т. В., Смалійчук Г. В., Василик А. В., Білик О. М. Оцінювання персоналу компанії в контексті нової соціоекономічної реальності: реалізація системи ОКР

У контексті нової соціоекономічної реальності виникає нагальна потреба в ефективних інструментах управління продуктивністю праці, адже вимірювання ефективності з метою вчасного реагування й усунення недоліків є основою більшості процесів. Метою статті є дослідження систем оцінювання персоналу: ОКР, МВО, КРІ, що ґрунтуються на процесі цілепокладання; їх розмежування, виокремлення переваг та особливостей застосування. Обґрунтована необхідність переходу до більш ефективних інструментів управління продуктивністю праці в контексті нової соціоекономічної реальності. Запропоновано під ОКР розуміти не просто метод оцінювання персоналу компанії, а радше певну систему управління, що дозволяє зосередити зусилля команди на виокремленні та реалізації основних і найбільш значущих індивідуальних цілей крізь призму стратегічного бачення розвитку та цілей всієї компанії. Виокремлено та охарактеризовано основні складові ОКР: стратегічне бачення, індивідуальні цілі, елемент дії або ініціативність та ключові результати. Сформульовані базові принципи системи ОКР: публічність і доступність, амбітність, концентрація на найважливіших цілях і завданнях, кварталність, ключові результати, систематичний обернений зв'язок, відсутність прив'язки до мотивації в компанії. Виокремлено переваги ОКР порівняно з іншими системами оцінювання персоналу.

Ключові слова: КРІ, МВО, ОКР, оцінювання персоналу, цілепокладання, соціоекономічна реальність.

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