

IMPLEMENTATION OF CHANGE MANAGEMENT AS A MODERN REQUIREMENT OF IMPROVEMENT ENTERPRISERS ACTIVITY

New socio-political and socio-economic phenomena and processes result in the emergence of unforeseen conditions and modification of existing principles of doing business. The effects of these features are the modifying factors of external environment and internal business processes. The situation is getting even more complicated by the variability and increase in the riskiness of the company, the complexity of forecasting future developments and the ability to provide timely and adequate responses. These conditions lead not only to the emergence of objective changes derived independently from the will of the company, but also make companies to initiate changes. According to these circumstances, it is necessary to use practice of foreign companies which basis on implementing changes on the different areas of activity.

Undeniable fact is that sustainable development of the company needs to adapt to changing environmental conditions, continuously improve internal processes and minimize risks. All this is impossible without introducing deliberate changes that will bring the desired results. That's why the company is relevant to the problem of identification appropriateness change. Identification of appropriateness implementing changes in the company defines the determinants of changes that will ensure the efficiency of such transformations. Under the determinants of changes we understand a set of quantitative and qualitative parameters of the phenomenon, which summarize the number of factors of internal and external environments. These determinants are the criteria for making appropriate management decisions.

In our opinion determining the appropriateness of implement the changes in the company includes:

1. Analysis of the current situation of the company:
 - 1.1. Conducting a thorough diagnosis of the enterprise, detecting deviations in the values of indicators, research on the causes of such deviations. Analysis of the company's risk and prospects of its development.
 2. Determining the need in changes – outline desired goals to implement changes. Changes are formed according to company goals and consider constraints of the enterprise, factors, situations, conditions requiring adaptation, alternatives of company development.
 3. Investigation parameters change:
 - 3.1. Defining the quality parameters of changes – object, subject, character, circle involved or responsible persons, activity, process operation, which will be subject to change, the resources and time allocated for the implementation of the change;
 - 3.2. Investigation quantitative parameters of changes – definition of driving forces, their evaluation, identify indicators that are the most sensitive to the proposed changes, analysis of resistance to change in the company, the formation of alternative options for implementing change and its impacts, evaluation of each option's risk position for the company, expenditures, profitability, and any additional and related effects.
 4. Comparison of the results of company condition evaluation with the change determinants. Basing on latter making the decision whether to implement the changes in the company.

The results of the implementing proposed approach of using change management will be the following:

1. Solving managerial problems, such as more effective management through the implementation of sustainable changes in the performance of certain operations, production and management activities, which ultimately will lead to greater adaptability of the new business environment.
2. Solving philosophical problems, and specifically ideological and cognitive problems. That is, for now needs to be changed and to what extent certain specified changes should be implemented. To analyze the feasibility and validity of the formalization of all processes and elements of enterprise system, in particular, of persons who make management decisions.
3. Resolving social and ethical issues – the separation of duties for staff competencies and corresponding pay, leadership development and flexible management style.