

1.6. FORMATION OF STRATEGIES OF ORGANIZATIONAL CHANGES IN MANAGEMENT OF AGRICULTURAL ENTERPRISES AS A NECESSARY CONDITION FOR THEIR INNOVATION DEVELOPMENT

The current state of the Ukrainian economy, its integration into the world economy and its active participation in the processes of globalization necessitate the increase of the competitiveness of national enterprises. But when working on both domestic and foreign market enterprises are constantly faced with problems, the source of which is the impact of the external environment, which is characterized by variability and unpredictability of extreme instability. Under such difficult conditions, the key factor in the successful functioning, development, and sometimes and survival of an enterprise is the speed and adequacy of its management's response to changes occurring in the external environment. Enterprises are forced to adapt to such changes by searching for new markets, improving the range of products and improving its quality, which necessitates the improvement of enterprise management using the concept of change management. This concept should cover all planned and controlled changes in various enterprise sub-systems: strategic and operational management, organizational structure, marketing, production, technology, finance, innovation, personnel, information, etc.

Formation and application of the concept of change management aimed at innovation development is a key to increasing the competitiveness of enterprises.

According to Vikhansky O.¹ the task of managing change is to correctly evaluate the essence of processes occurring in the enterprise environment, to select and implement those innovations that will reduce the diversity of internal and external factors into a single trajectory of behavior, preserve and increase the efficiency of the activity. When realizing that there is a decrease in the efficiency of activity, the company begins the process of organizational changes. Then, need to define the goals of the enterprise, design strategies and management systems. After the new organizational project is ready, a strategy for its implementation is being developed.

In the system of strategic management, organizational change is an instrument - a set of methods and methods for implementing the strategy and achieving the goals of effective operation and development of the enterprise. At the same time, the scale and nature of organizational change depend on the level of strategic management and enterprise goals².

Before considering the methodological approaches to the formation of the strategy of organizational transformations, it is necessary to clarify the essence of the concept of "Strategy". According to E.A. Utkin «Strategy - primarily, a reaction on objective circumstances internal and external activities». At the same time, the "strategy" is a direct function. It not only focuses on this period of time, but also contains a set of global ideas of enterprise development³.

According to L.R. Zaytsev and M.I. Sokolova " The strategy is a combination of planned actions and rapid solutions for adapting the company to the new situation, new opportunities for gaining competitive advantages and new threats to weaken its competitive position. The strategy may be deterministic (well-planned) and at the same time can be stochastic (formation under the influence of random factors): The predominance of one of the components in the enterprise's final strategy depends on the level of instability in the enterprise's operating environment"⁴.

V.O. Ognev proposes to consider the strategy of transformations "as a plan of work for the nearest and future time, drawn up taking into account the influence of the external environment, to

1Vikhanskiy O. S. Strategicheskoye upravleniye. – M.: Izd-vo Mosk. unta, 1995. – 250 s. - s.81.

2Otenko I.P. Metodychnyy pidkhdid do otsinky rivnya korporatyvnoyi kul'tury mashynobudivnykh pidpnyemstv v protsesi orhanizatsiynykh zmin /I.P.Otenko, M.I.Chepelyuk// Modelyuvannya rehional'noyi ekonomiky - №1(25) – 2015 –s.299-310

3Upravleniye izmeneniyami: khrestomatiya / Per. s angl. Pod red. G.V. Shirokovoy. – 2-ye izd. – SPb.: Izd-vo «Vysshaya shkola menedzhmenta», 2010. – 496s.

4. Zaytseva L. G.Strategicheskyy menedzhment: uchebnik / L. G. Zaytseva, M. I. Sokolova. – M.:Yurist", 2002 –416s.

achieve the set goals, which will increase the competitiveness of the enterprise and improve the financial state"¹.

The strategy of change is a characteristic of the deviation of the future strategy from the existing one. Describe this characteristic by such concepts as structure, rate of change and their direction. With the help of the change strategy, the company focuses on changes. The concept of a change strategy, in comparison with other strategies, is wider when making specific decisions. Unlike traditional strategies, the change strategy helps the company find the answer to the question of what changes are needed? Based on this, the change strategy determines which organizational capability is needed to implement the changes

The strategy of change helps to determine the development course of the organization, which is based on basic development strategies. In practice, there are often cases where change strategies and development strategies are not coordinated, since the latter determine the general direction and the previous develop a course.

There are examples where organizational changes that did not meet the desired development strategy. This is especially true in the formation of various integration associations, which is often due to situational circumstances or personal interests.

It is impossible to give an example of a strategy of change that would be considered ideal, although it is often possible to hear about the effective work of managers who can quickly make radical changes, but not take into account the experience, knowledge and even the work of people directly affected by changes.

The goal of organizational change strategy is to guarantee an effective organization response to an existing need or to adapt to changes in the external and internal environment. This response requires support from employees. The strategy should guarantee the existence or creation of conditions in which the organization will have high chances of success.

According to opinion², based on the concept of "strategy", the strategic nature of change means that they should be related to key, crucial long-term business transformations of the enterprise, which are crucial for the functioning of the business and lead to long-term and inevitable consequences. Secondly, the orientation of such changes to innovative development involves positive qualitative changes in the enterprise, the replacement of the current state in different spheres of its activities to a completely different, much better.

Such changes may be related to the reorganization of the enterprise, the introduction of large investment projects, new technologies, entry into new markets, etc.

There are a number of different approaches to the classification of organizational change strategies. The basis of such classifications is the various variations of variations and their dependence on a number of factors:

- the degree of control on the part of leaders;
- use of external experts;
- pace of organizational change;
- central or local concentration of forces.

Whatever the strategy (business, functional): it always involves organizational changes. If changes are not envisaged, then there is no need to change the existing strategy – it is only necessary to support it.

The usual strategy of enterprises helps to find the answer to the questions-what needs to be done to achieve the organization's goals. The change strategy helps determine the type of organizational change required for an enterprise.

There is no one truly successful and effective change strategy, although we often hear about quick and successful business changes, without taking into account the knowledge and experience

1. Ohnevyy V.O. Formuvannya stratehiy transformatsiy pid pryemstvavtomobil'noho transportu / V.O. Ohnevyy// Visnyk ZHDTU. – №2(53) – 2010 - 109-118s.

2. Voronina A.V. Formuvannya systemy adaptivnoho stratehichnoho upravlinnya rozvytkom orhanizatsiyi /A.V.Voronina,A.S.Zyenina-Bilichenko// Hlobal'ni ta natsional'ni problemy ekonomiky.-Vyp.11. -2016 – 294-299s.

of people directly affected by the change process. But such an approach will only help for a short time. Extending this approach will lead to higher costs than positive changes.

The change strategy should determine which organizational capacity is needed to implement the changes and characterize the development a course of the organization. Therefore, the difference in the strategies of change from the development strategies lies in the fact that the latter determine the general direction, and on the basis of the first - the course is developed.

To increase the efficiency of organizational changes, need to pay attention to the approach to building the strategy of the enterprise. These approaches do not always correspond to change strategy. Strategy development as a process must be flexible and carried out for innovation. It is important to evaluate the possibilities of using these approaches in terms of this concept.

The classification of the main approaches takes place both in relation to the development and the procedure. It is necessary to study the main aspects.

The strategy of change must be consistent with both the overall strategy and the dynamics of the environment. Such changes are step-by-year according to external changes. With this approach, leadership is quickly identified with the goals of the organization and is moving closer to their implementation. This is the most effective and cost-effective approach possible in problem situations.

Changes in the enterprise can't be carried out in parallel with changes in the environment. They may not be able to keep up with the changes in the external environment due to incomplete diagnostics, which may lead to a change in interpretation by strategic signal managers. The inability to meet the requirements of the environment in time can cause incorrect changes, as a result, a problem situation begins to develop in the system itself. In this case, it is necessary to apply more radical - transformational changes. They are used for the purpose of changing the state of the enterprise. If the enterprise can't reduce the strategic lagging and increase the efficiency of management, the result may be a way out of business.

D.V. Sokolov and L.M. Martynov proposes a procedure for developing an organizational change strategy.

Organizational transformation management strategy should determine which organizational capacity is needed to implement the changes and characterize the trajectory of the organization's development.

Briefly analyze each stage.

Stage 1. The main task of diagnosing - identifying problems at the enterprise. From what problems will be determined depends on what requirements will be put forward to the mechanism of change management.

Stage 2. Based on the results of diagnostics, the formation of the main goals and directions.

Stage 3. Determines which strategies are priorities for enterprise development. It is possible to use a combination of strategies.

Stage 4. For the determination and formation of the system of proposed changes, the methods of system analysis are used ¹:

- methodology that takes into account environmental factors;
- a methodology based on a "concept of action".

It is possible to use other methods or combinations of proposed ones.

Stage 5. An analysis of the potential of organizational change and its dynamics (possible use of various techniques):

Stages 6-7. There is a plan for the formation of organizational change.

According to Baldinuk A.G. change management strategy should have such documents²:

1) analysis of the current situation (life cycle stage, external and internal environment analysis, availability of resources, staff readiness for change);

¹. Volkova V.N., Denisov A.A. Osnovy teorii sistem i sistemnogo analiza. – SPb.: Izd-vo SPbGTU, 2001.

²Baldynyuk A.H. Stratchiya upravlinnya zminamy v orhanizatsiyi /A.H.Baldynyuk//Ekonomika i suspil'stvo . – Vyp.10. – 2017 – s.155 – 158

- 2) organizational structure of implementation of strategies (analysis of sustainable and flexible organizational structures);
- 3) risk analysis (risk group definition, analysis of identified risks);
- 4) map of strategy for managing change ("what, when, where, who, why");
- 5) training and coaching for staff.

According to L. Greiner "Model of the process of successful management of organizational change" the special importance in managing the process of organizational change:

1. Pressure and awakening - management should understand the need for changes caused by factors of the internal and external environment;
2. Mediation - involvement of consultants who can objectively assess the situation;
3. Diagnosis - collecting information and determining the causes of problems;
4. New solution and requirements for its implementation;
5. Experiment - organizations rarely carry out large-scale organizational changes at once, experiments are needed to help understand the possible consequences of changes.;
6. Consent and reinforcement - motivate and train staff for change ¹.

L. Grainer offers a general approach for implementing organizational change strategies.

If we keep in mind the specifics of the relationship between the leadership and the staff of the organization and the timeframe - distinguish the following strategies of organizational change:

1. Analytical strategy. Management invites to organize expert analysts who will be able to study the problem and offer solutions, while employees of the company do not participate.;
2. The trial and error strategy. Management can't highlight the problem; therefore, groups of employees are involved that are looking for solutions to the problem and learn from their mistakes.;
3. Negotiation strategy. Negotiations with staff are being held, which help to find an effective solution;
4. Strategy for achieving common goals. Consultants are invited to implement this strategy. The management gets the team's approval for change and sets the goals for each team member to achieve organizational change and defines responsibility for achieving goals;
5. Directive strategy. In a crisis situation, management needs to quickly make decisions and conduct organizational changes quickly without attracting staff.

Holod S.B. and Grushevsky S.V. offer a typology of key strategies, directions and types of change, according to development strategies:

1. The strategy of expansion, growth, aimed at increasing the efficiency of functioning and associated with the development of the operating enterprise, ensuring high growth rates, including increasing competitiveness, gaining new or expansion of existing markets, optimizing the organizational structure, diversifying activities.
2. Strategy of reduction, restoration, aimed at financial rehabilitation, restoration of solvency, reduction of expenses of the enterprise.

The choice of strategies and directions of transformation, as well as the definition of the main tasks of management, depend on the specific situation prevailing in the enterprise and the conditions for its implementation ².

It is a mistake to assume that the strategy of managing organizational changes is subject to the general strategy of the enterprise. Henry Mintzberg notes "the ineffectiveness of strategic planning as a projection of existing knowledge of the organization for its future, constrains the development of creative potential of the company, as well as promising creative ideas"³.

¹Endrue Mas-Colell / Noncooperative Approaches to the Theory of Perfect Competition : Presentation/ University of California, Berkeley, California 94720 – 263p

²KholodS.B. Konkurentospromozhnist'yakmiravidpovidnostistratehiyirozvytkuistratehiyiorhanizatsiynkhzmin /S.B.Kholod, S.V.Hrushevs'ky // VisnykekonomichnoyinaukyUkrayiny, 2014 -№1- s.128-131

³. Mintsberh H. Zlit i padinnyastratehichnohoplanuvannya /H .Mintsberh. K.,2008 – s.322

Colenso M and Masaaki I.¹ in their researches, have established the relationship between strategy and characteristics, which includes processes, structure and hierarchy. They expressed the opinion that changing these characteristics is the implementation of a strategy of change (Table 1):

In the system of strategic management, organizational changes are tools, that is, a set of methods, techniques and methods for implementing a strategy to achieve the goals of effective operation and development of the enterprise. The scale and nature of organizational transformations depend on the level of strategic management and enterprise goals. Studies have shown that there are a number of diverse approaches to the classification of organizational transformation strategies. The basis for the classification of signs is laid different versions of changes and their dependence on significant factors: the degree of management of the organization from the administration; the need for external experts to be involved; the pace of organizational change; the degree of centralization of managerial efforts. Regardless of the type of business development strategy, it involves organizational changes and transformations. In turn, if changes are not foreseen, then there is no need to change the existing strategy, but it is advisable to only support its gradual implementation.

Table 1. Typology of Strategic Organizational Transformations

<i>Comparative parameters and characteristics</i>	<i>Type of strategies for organizational transformation</i>	
	<i>Strategy "revolutionary transformation"</i>	<i>Strategy "evolutionary transformations"</i>
<i>Type of changes</i>	Quick Changes	Slow changes
<i>The degree of planning changes</i>	Clearly planned changes	Initially unclearly planned changes
<i>The degree of staff coverage</i>	A small number of involved employees	A large number of involved employees
<i>Resistance to the system</i>	Overcoming resistance	Minimize resistance

Investigation have shown that it is advisable to classify organizational transformations and, accordingly, strategies for their implementation, by identifying revolutionary and evolutionary types of change. At the same time, revolutionary changes take place dynamically and have broad orientation, and evolutionary changes take place gradually, they grow slowly and are narrowly directed (Table 1): By analyzing Table 1, we can indicate the difference in strategies when conducting individual organizational changes, management can choose only one of the proposed strategies. But if changes occur systematically (repeat): management should choose such a strategy of change, which would reflect the signs of both strategies.

When forming a change management system at the enterprise it is necessary to take into account that success will depend on the quality of the developed strategy, and the goal of organizational transformation is to achieve strategic goals and gain competitive advantages, and therefore, in the current conditions, it is expedient to use a strategic approach to managing change in the enterprise.²

Managing the change process requires long-term development of managers and organizations. Changes are not an end in itself.

When implementing systematic organizational transformations, we can use the model of the process of organizational changes of K. Levine. Based on the model's provisions, organizational changes take place in three stages:

1. Creating readiness for change (measures are being implemented that will create conditions for successful changes, at the same time weaken the factors that keep the organization in its current state);
2. Transition (passes from the current tan to the desired, passes the process of developing a new behavior);

1. Kollinz Dzh. Vidkhoroshoho do velychnoho/Dzhym Kollinz. – Kyyiv: Nash format,2017. – 368s

2Hrin'ko T.V. Upravlinnya zminamy na pidpryyemstvakh – neobkhidna umova zabezpechennya yikh rozvytku/T.V. Hrin'ko// - BIZNESINFORM -№10. -2013 – 247-252s.

3. Fixing (this stage is needed to create mechanisms that will guarantee the effective operation of the organization):

Work on implementing a change strategy will be considered unsuccessful if:

- A development program is drawn up without clear goals for change;
- The program is compiled for a short period of time;
- Work on development concluded only in seminars, without core activities in the workplace;
- There is a significant difference between the desire to change the leaders of the upper and middle level;

- The chosen strategy is used as a template.

Work on implementing a change strategy will be considered unsuccessful if:

- The Top management knows about the development program and promises to fulfill it;
- The organization's development is characterized by long-term character and interactivity;
- The development is based on business knowledge and experience.

After developing a strategy for implementing organizational changes, it is necessary to analyze the effectiveness of their organizational changes and identify new objects for transformation. Thus, the return to the initial stages of organizational change management is carried out. It is necessary to emphasize the special significance of the process of assessing the effectiveness of organizational change. Starting the program of organizational changes, enterprises reach the implementation stage, do not analyze the achieved results, ignore the continuous nature of change, and the need to manage organizational changes as a cyclical process. To solve the problem, we need tools to assess the effectiveness of organizational changes in the enterprise.

The effectiveness of organizational changes in the enterprise is estimated by the growth of absolute indicators - profit, volume of sales, etc., for the period when the changes were introduced at the enterprise until their completion. It is believed that the approach is narrow, limited, because it does not take into account changes in costs, which accompany the growth of performance of the enterprise. This approach evaluates the effect of implementing changes rather than their effectiveness.

Organizational changes can lead to multi-layered effects. Therefore, applying a single methodology for measuring the effectiveness of changes would be incorrect. In order to prevent problems in assessing the effectiveness of organizational changes, one must adhere to the requirements formulated by Bozhko L.M.¹:

1) Complexity of assessment - diverse objects are often measured in different metrics, while changes are measured more often in monetary terms. Therefore, a comprehensive assessment of the effectiveness of changes is possible only through the assessment of different types of efficiency in the system of interdependent performance indicators, taking into account the constraints in the values of indicators. In this approach, a comprehensive assessment may include other important performance indicators, according to researchers.

2) Harmonization of internal and external efficiency. It is used in the marketing approach to organizational changes and their strategic orientation. Achieving internal efficiency and achieving external efficiency are two contradictory and sometimes mutually exclusive goals, the first of which is related to operational, and the other to strategic management. At the same time, increasing internal efficiency in some cases can help increase external efficiency, which then will be reflected in marketing indicators.

As an example, measures to reduce production costs will reduce the cost of production, which will make it possible to lower the price. External and internal effectiveness are interconnected and interdependent, but it is difficult to talk about simultaneous achievement of both types of efficiency at each stage of implementation and after organizational changes.

3) Integration between strategic and operational level management. It is already achieved in the process of establishing the relationship between internal and external effectiveness.

¹Bozhko L.M. Trebovaniya k otsenke effektivnosti upravleniya organizatsionnymi izmeneniyami/ L.M.Bozhko//. – Sovremennyye tendentsii v ekonomike i upravlenii - 2012 - №3 -18-23s.

Achievement of strategic development goals is related to external efficiency, in the long run such results should ensure the internal efficiency of the enterprise.

4) Inclination of evaluation. The versatility and depth of the assessment of the effectiveness of management, embodied in many indicators, should not be an end in itself when assessing the effectiveness of changes. Indicators should be consistent and correspond with reality (current realities):

5) Timeliness of the evaluation. In general, the effectiveness of organizational changes consists in the effectiveness of their implementation and the effectiveness of the use of the results of organizational changes. Therefore, the final assessment of organizational changes is possible only when the results of the changes themselves are obtained. Otherwise, we need to set a deadline, after which even positive results will no longer testify to successful work. Later evaluation will respond not only to the inability to interfere with the process of achieving results, such an assessment will already be tied to another timeline of the assessment, and hence to other conditions of existence.

Approaches to evaluating the effectiveness investigated by many scientists. But their application is complicated by the fact that insufficiently developed methods of assessing the effectiveness of which the object is a strategy, the available work does not allow to evaluate efficiency from the standpoint of efficiency and effectiveness.

From the variety of approaches in practice, "Criteria approach" is most often used. Under the criterion of efficiency is understood as a measure of the size of which one can speak about the degree of conformity of the evaluated alternative to the goals set. The choice is determined by those goals that are placed before the object of evaluation.

Effectiveness - the relative effect, the effectiveness of the process, the project, defined as the ratio of effect, result to costs, resulting in its receipt¹. This is the so-called internal efficiency of resource use. The assessment of external efficiency along with the internal is fully justified in the management of organizational transformations, since in addition to marketing, organizational transformation gives side effects to other spheres of the enterprise. From this it follows that in principle it is impossible to measure the "classical" formula of the effectiveness of organizational changes, using all their diversity.

In a broader form, the effect of organizational change has a diverse focus:

1) Marketing effect is the development needs and create new ways to meet the needs of consumers, strengthening the market position of the company and increase its competitiveness;

2) Scientific effect is manifested in the manifestation of new technological and technical solutions;

3) Organizational and managerial effect - these are new forms of organization, new processes, technologies and procedures of management;

4) Social effect can be targeted at both the staff of the enterprise and society. It manifests itself in the improvement of working conditions and in the development of personnel, in the active use of methods of moral motivation;

5) Economic (financial effect) manifests itself in obtaining a positive difference between the results of organizational changes and incurred expenses, expressed in monetary units;

6) Information effect is manifested when creating new information on the development of the environment and the internal environment of the enterprise;

7) Ecological effect is determined by the level of protection of the environment from the negative impact on it of human life processes.

In the book, "Effective Management", P. Drucker points out that "management can only be done by what can be measured"; therefore, it is necessary to determine how effective an strategy is that takes into account the specifics of the industry specificity of the enterprise and the competitive situation on a particular market. It will help not only to evaluate efficiency but also to manage it taking into account the prospects in a changing market.

¹Sovremennyy ekonomicheskiy slovar' [Elektronnyy resurs]. – Rezhim dostupa: www.economic-enc.net/word/yyeffektivnost-6286.html

According to Fathutdinov R.A., effectiveness of the strategy is the ratio of the achieved effect of those expenditures¹.

Effectiveness can be represented as a function of the resources, results and parameters of the environment that determine the market situation:

$$E = F(\bar{x}, \bar{y}, \bar{a});$$

E – Indicator of efficiency a strategy;

\bar{x} - vector of resources necessary for strategy implementation;

\bar{y} - vector of planned results;

\bar{a} – vector of the parameters of the environment, the change of which leads to a change in the effectiveness of the strategy.

These vectors are analogous to efficiency, performance and productivity.

Schemeleva A.V. and Artemenko L.P. give their own definition of this category of "effectiveness of the strategy" - an assessment of the achievement of the goals of the enterprise, namely the achievement of a certain level of competitiveness and financial independence². Researchers believe that the current strategy is not possible to estimate a generalized measure because it generates a lot of perspectives of the enterprise.

Leshchenko L.M.³ proposes to include approaches to assessing the effectiveness of the strategy: assessing the competitiveness of the enterprise and assessing the effectiveness of the financial strategy. When using the indicator of competitiveness there are methodological difficulties in its calculation. Most of the indicators that have an impact on the success of the competition, in most cases, can't be subjected to formalization.

To assess the effectiveness of the financial strategy, a system of criteria for evaluating the strategy is used. This system is divided into three groups:

- criteria for external coherence of the strategy (level of consistency with corporate strategy, level of coordination with functional strategies, level of compliance with predictable changes of environmental factors);
- criteria for the internal balance of the strategy (the level of balance of strategic goals and targets, the level of implementation of the strategy, the compliance strategy to the level of risk);
- criteria for the effectiveness of the strategy (level of economic efficiency, level of growth of the enterprise value, level of synergy effect):

Smirnova Ye.V.⁴ offers a generalized scheme for assessing the effectiveness of a strategy based on a synthetic approach. The algorithm for evaluating the effectiveness of the strategy includes eight stages, in the course of which analyzes the economic efficiency of the strategy (internal and external): the effectiveness of the strategy, the formulation of combined indicators of efficiency, productivity and effectiveness, and an especially important stage, in our opinion, the formation of integral indicators of internal and external effectiveness of the strategy.

Analyze the principles of creating an effective strategy:

- 1) Strategy is determined by the vision of the organization of its future. It is impossible to formulate a strategy until there is a clear idea of what we want to achieve. The vision of the future includes the key principles of the organization's activities, the mission of the organization;
- 2) Strategy must help maximize the benefits that the organization has. During the preparation of changes, special attention should be paid to the search for opportunities, benefits, and not threat identification. In other words, we need to understand what the organization is strong;

1Fatkhutdinov R.A. Proizvodstvennyy menedzhment: Uchebnik / R.A. Fatkhutdinov – 6-ye izd. – SPb.: Piter, 2008 – 496 s.

2Shchemel'ova A.V. Pidkhody do otsinyuvannya efektyvnosti stratehiyi/A.V. Shchemel'ova, L.P.Artemenko// Aktual'ni problemy ekonomiky ta upravlinnya. Vyp.6. – 2012 –s.34-39

3Leshchenko M.M. Otsinkaefektyvnostistratehiyikhholdynhovoyikompaniyi / M.M. Leshchenko //VisnykChernihivs'koho derzhavnogo tekhnolohichnohouniversytetu. Seriya «Ekonomichni nauky». Zbirnyk. – Chernihiv: CHDTU, 2010 – № 46 – S.45-47.

4Smirnova Ye.V., Spirina A.M. Sinteticheskiy podkhod k otsenke effektivnosti strategiy promyshlennykh predpriyatiy // Vestnik OGU. 2012. №13(149): S. 323-328.

3) Strategy should be realistic. It should take into account internal constraints (resources, personnel qualifications, status of the management system) and external factors (legislation, economic situation);

4) Strategy of changes should take into account the interests of all participants in the process of change, which requires orientation of the results of changes to respect the interests of all participants in the life cycle of the organization. The logic of successful changes in ensuring an optimal balance of interests of the parties (Figure 2):

5) Strategy should be created with the participation of its future performers. We always will be more effective in implementing our own projects, and not others. Therefore, the participation of employees in the development of the strategy makes it "closer" in the understanding of future strategy implementers.

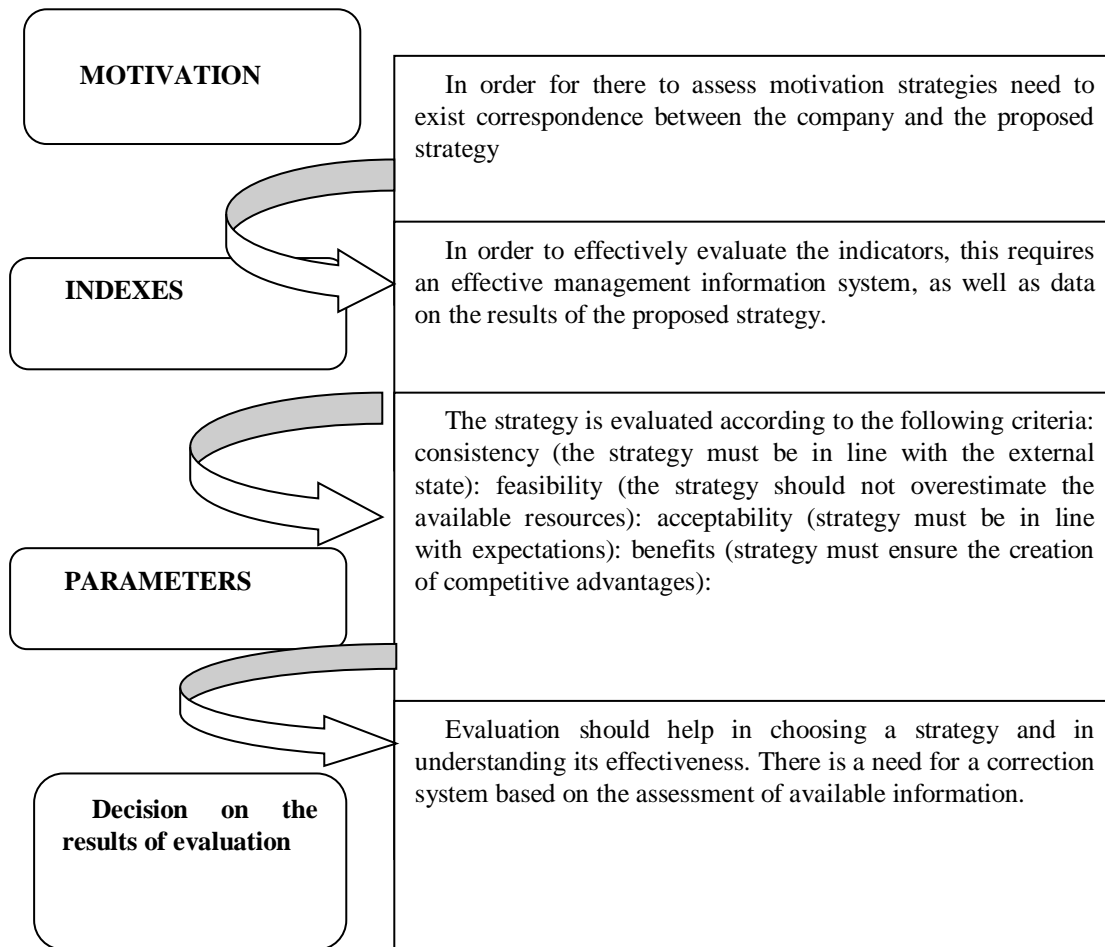


Fig. 2. Elements of the system of assessment of the strategy

In implementing the process of forming a strategy in time, the use of methodical techniques can be used, based on this, traditional strategic matrices are used. The system of strategies includes three levels of strategic decision making:

- 1) General;
- 2) Business or competitive
- 3) Functional.

General (basic, portfolio) shows the direction of development of the enterprise as a whole. At such a level a decision is taken on the types of economic activity of the organization and the issues of merger are resolved, and so on.

The approach to classification of types of strategies is based on structuring the levels of strategy formation.

Varieties of general organizational development in the system of strategies are divided into three main types: growth, stability and contraction (Figure 3):

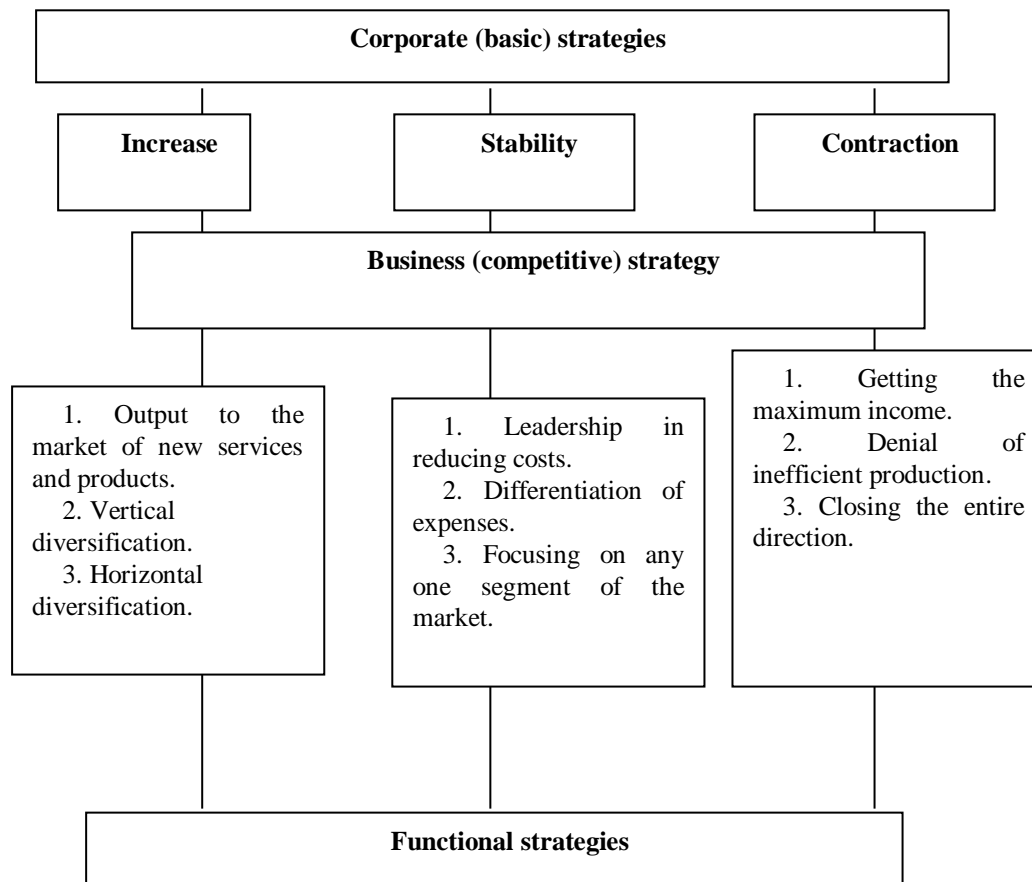


Fig. 3. System of the basic strategies of organization development

The success of organizational change depends on the quality of the solution, as well as the effectiveness of its implementation. The latter can have the following consequences: effective implementation of innovations or changes, which leads to increased efficiency; effective implementation, without impact on performance indicators; Implementation did not succeed. That is, changes do not always have positive effects, because if these decisions have no effect, they only reveal the lack of interdependence between the content and the process of change. Also, the negative effects of changes may occur when the goals of change and their budget were determined incorrectly, in this case, when implementing the changes will not improve the effectiveness of the organization.