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TOOLS FOR DIAGNOSING AND SELECTIVE MANAGEMENT OF DEVELOPMENT OF THE SOCIO-ECONOMIC POTENTIAL OF INDUSTRIAL ORGANIZATION

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Polubedova A. A., Bilokonenko H. V. Tools for Diagnosing and Selective Management of Development of the Socio-Economic Potential of Industrial Organization

The article is aimed at defining the characteristics of diagnosing development of the socio-economic potential of industrial organization (in the context of life cycle of the development of its structural elements). The logic of diagnosing the development of socio-economic potential has been described. The main analytical procedures of the updated apparatus for diagnosis have been considered. A tool for evaluating the ability of the management of producing organizations to carry out diagnostics of the development of socio-economic potential has been proposed. Changing views on the development of socio-economic potential has become a prerequisite for updating the methodical approach to diagnosis, the basis of which is the instrumental provision of evaluation of the life cycle stages in the development of structural elements. Methodical provision of diagnosing the subjective component of socio-economic potential has been complemented with personal qualities, which determine the model of commitment, and a description of the factors of influence on the stages of life cycle. The features of selective managerial provision have been determined. Prospects for further research in this area are diversification of tools for diagnosis as well as modeling the development of life cycle of socio-economic potential.

Key words: socio-economic potential, life cycle of the development of structural elements, diagnosis of development, selective managerial reaction.

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Полубедова А. О., Білоконенко Г. В. Інструментарій діагностування та селективного управління розвитком соціально-економічного потенціалу виробничої організації

Метою статті є визначення особливостей діагностування розвитку соціально-економічного потенціалу виробничої організації (у контексті життєвого циклу розвитку його структурних елементів). Представлено логіку діагностування розвитку соціально-економічного потенціалу. Розглянуто основні аналітичні процедури оновленого апарату діагностування. Представлено інструмент оцінювання здатності менеджменту виробничих організацій проводити діагностування розвитку соціально-економічного потенціалу. Через зміну поглядів на розвиток соціально-економічного потенціалу запропоновано методичний підхід до діагностування, в основу якого покладено інструментальне забезпечення оцінки стадій життєвого циклу розвитку структурних елементів. Методичне забезпечення діагностування суб'єктної складової соціально-економічного потенціалу доповнено особистісними чинниками, які визначають моделі прихильності, та описом чинників впливу по стадіях життєвого циклу. Визначено особливості селективної управлінської підтримки. Перспективами подальших досліджень у даному напрямку є диверсифікація інструментів діагностування та моделювання життєвого циклу розвитку соціально-економічного потенціалу.

Ключові слова: соціально-економічний потенціал, життєвий цикл розвитку структурних елементів, діагностування розвитку, селективна управлінська реакція.

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Полубедова А. А., Белоколенко А. В. Инструментарий диагностирования и селективного управления развитием социально-экономического потенциала производственной организации

Целью статьи является определение особенностей диагностирования развития социально-экономического потенциала производственной организации (в контексте жизненного цикла развития его структурных элементов). Представлена логика диагностирования развития социально-экономического потенциала. Рассмотрены основные аналитические процедуры обновленного аппарата диагностирования. Предложен инструмент оценки способности менеджмента производственных организаций проводить диагностирование развития социально-экономического потенциала. Изменение взглядов на развитие социально-экономического потенциала стало предпосылкой обновления методического подхода к диагностированию, в основе которого – инструментальное обеспечение оценки стадий жизненного цикла развития структурных элементов. Методическое обеспечение диагностирования субъектной составляющей социально-экономического потенциала дополнено личностными качествами, определяющими модели приверженности, и описанием факторов влияния по стадиям жизненного цикла. Определены особенности селективной управленческой поддержки. Перспективами дальнейших исследований в данном направлении являются диверсификация инструментов диагностирования и моделирование жизненного цикла развития социально-экономического потенциала.

Ключевые слова: социально-экономический потенциал, жизненный цикл развития структурных элементов, диагностирование развития, селективная управленческая реакция.

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Under modern conditions, for an adequate response to the extraordinary intensification of dynamics and complexity of the external environment and ensuring effective management, there required diagnostic tools suitable for determining the current (or potential) problems of an industrial organization, identifying the trends of its development and working out corresponding recommendations. At different times such scientists as: N. Korshunova [1], O. Kozyrieva [2], O. Chebanova [3], O. Posylkina [4], etc. were engaged in researching the problems of developing social and economic potential (SEP) and working out numerous developments of methodological tools for evaluating SEP of industrial organizations in different industries. Changing the views on SEP nature [1, 5] required renewal of its diagnostic system (Fig. 1).

To the list of the main tasks of diagnosing the development of the industrial organization SEP (in the context of the life cycle) there should be included the following:

- ✦ determining and describing the features of SEP development in view of enriching its content;
- ✦ forming a system of indicators characterizing the state (conditions, development effectiveness) of SEP structural elements of the industrial organization at different stages of the life cycle;
- ✦ conducting express or comprehensive diagnostics of developing structural elements of the industrial organization SEP with traditional [6, 7, 8] and new tools, determining the life cycle development stages [7, 9, 10] and structural elements of the industrial organization SEP;
- ✦ evaluating economic, socio-economic, socio-psychological efficiency;

- ✦ qualitative analysis of the factors of development/decline of structural elements of industrial organization SEP;
- ✦ determining and evaluating the dynamics of problem structural elements of industrial organization SEP;
- ✦ diagnosing the factors, which will determine choosing consistent variants of selective influence on development of SEP structural elements (depending on the stage of the development life cycle).

Identification and description of SEP development features in view of enriching its content. Studying features of SEP development N. Korshounova [1] describes the life cycle of SEP development through “the period of accumulating the demanded production factors (growth), period of stagnating operation (normal activity) and the period of recession”. This allows the author considering SEP as a dynamic formation and from this standpoint analyzing the immanent process of its formation, changes, and studying problems of its managing.

Because of the limitations in the publication volume it is inappropriate to give a description of all structural elements of “SEP management component” (which is formed by the management potential and organizational structure potential, organizational culture potential, potential of social networks and information potential) and “management objects” (production and technology, research and innovation, education and professional, personnel, financial, investment, logistic, marketing potential, potential of social partnership, employment potential, potential of (social) relations with the environment, etc.). As an example, we'll give a description of characteristic features of one of SEP structural elements. Thus, for the SEP structural element “potential of organiza-

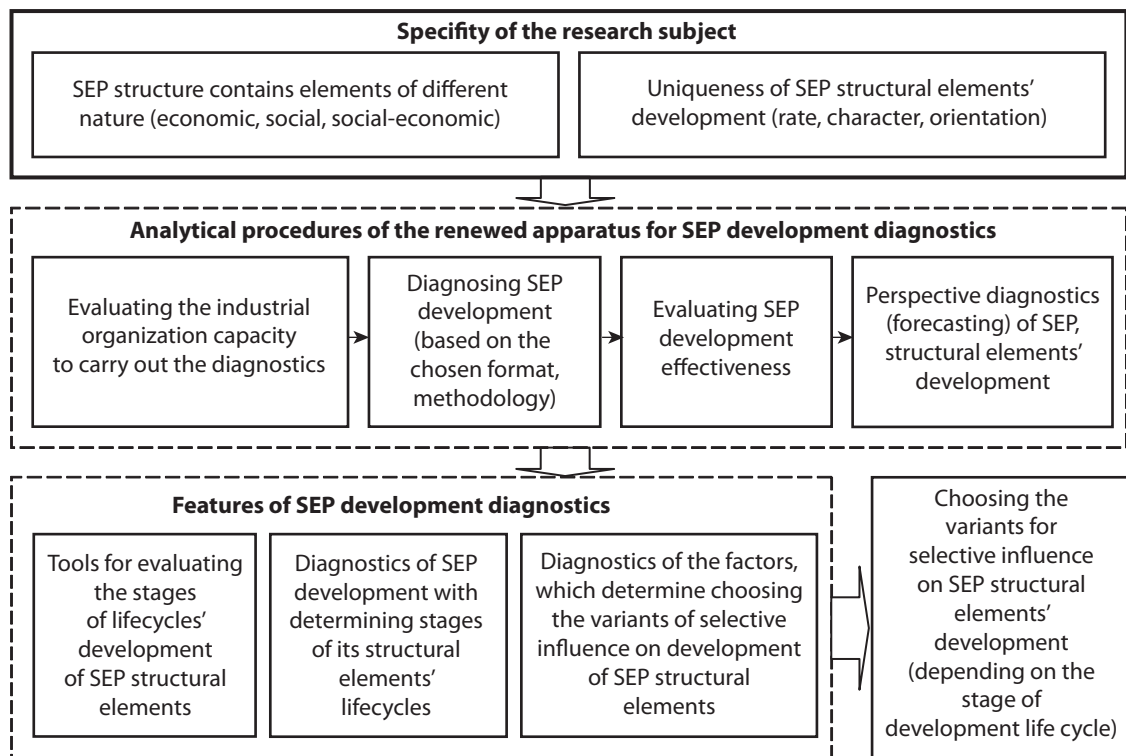


Fig. 1. Logic of diagnosing the industrial organization SEP

tional structure” there have been proposed measurement and diagnostics on the following factors: “centralized management” [11], “degree of compliance of the organizational structure with the strategic goals” [12], “organizational change” [11] and so on. At the stage of emergence and development “low centralization of control”, “attempt to bring the organizational structure in compliance with the strategic goals”, “organizational changes” (related to the creation of new units, optimization of business processes) will be typical for the industrial organization. At the stage of stabilization with insignificant progress “high degree of compliance of the organizational structure with the strategic objectives”, “highly centralized management”, “insignificant organizational changes” (associated with maintaining the balance with the external environment, sometimes with the optimization of business-processes) will be typical for the industrial organization. At the stage of diversification or recombination “bringing the organizational structure in compliance with the changed/adjusted strategic goals”, “(de)centralization of management”, “organizational changes” (related to the creation of new units with the reorganization of loss and inefficient units, required optimization of business processes) will be characteristic for the industrial organization. At the stage of decline and destruction the industrial organization will be characterized by “incompliance of the organizational structure with the strategic goals”, “organizational changes” (related to elimination of loss, inefficient units).

The content of the preparatory stage for diagnosing the industrial organization development is presented in *Table 1*.

Evaluation of the industrial organization capacity to carry out measuring and diagnosing the SEP development.

Using both traditional and non-standard tools in diagnosing SEP development, in which there organically interact and contribute to the mutual development elements of different nature (economic and social), should be preceded by evaluation of industrial organizations’ capacity to carry out diagnostics of SEP development (using adapted tools of organizational diagnostics by the consulting firm Informing Change [13], which mandatory criterion is evaluating both economic and social effects from using the available SEP of the industrial organization. Measuring the potential of industrial organizations at evaluating SEP is conducted by thematic blocks: firstly, in the organizational context (the existing organizational culture and practice in the field of evaluation (5 signs), organizational commitment and support in the field of evaluation (8 signs), using the data to improve the current activities (3 signs); secondly, in the con-

text of the personnel experience in the field of assessment (available knowledge and skills in the field of evaluation (6 signs); development of a conceptual model for achieving results and planning evaluation (5 signs); determining reference values and indicators (5 signs). Experts, which estimate the industrial organization capacity to carry out diagnostics of the SEP development will be offered a 4-point scale answers to the question with relevant quantitative indicators in points: 4 points – totally agree; 3 points – agree; 2 points – disagree; 1 point – completely disagree. The industrial organization capacity to carry out the measuring and diagnostics of the SEP development is estimated by the determined average points by thematic blocks and calculated total point from 1 to 4 in the following scale intervals: (1.00–1.51) – “the need for building up the evaluation potential” (1.52–2.49) “emerging evaluation potential” (2.50–3.48) – “average level of the evaluation potential”, (3.49–4.00) – “adequate level of the evaluation potential”.

Thus, according to the results of interviewing executives of PJSC “Avtramat”, PJSC “HarP”, PJSC “FED” it was determined that the industrial organization, which level of capacity to carry out diagnostics is within the interval of 2.50–3.48, have a significant level of the evaluation potential, regularly measure both the efficiency and progress until achieving results, monitor achieving results in different ways, taking into account the social, financial and organizational effects of programs and activities. Also the management of industrial organizations uses different effectiveness indicators (economic, socio-economic, socio-psychological). At the same time, shortage of proven SEP valid measurements is observed in the process of diagnosing development of SEP structural elements. Thus, there are available resources for the creation and application of a comprehensive system for measuring and diagnosing the effectiveness of developing industrial organization SEP on a regular basis, including monitoring the development of SEP structural elements through carefully chosen clear and measurable key indicators of economic, socio-economic, socio-psychological effectiveness.

The content of this stage is presented in *Table 2*.

SEP diagnostics (the chosen format, technique).

This enlarged stage traditionally contains a specific set of procedures [6, 8], adherence to which ensures conducting qualitative research in one of the formats (comprehensive diagnostics of SEP development, express diagnostics of SEP development, monitoring of SEP development).

Table 1

Content of the stage “Identification and description of SEP development features in view of enriching its content”

Name of the stage	Task	Initial data	Tools for performing the task	Results of solving
Identification and description of SEP development features in view of enriching its content	To identify development features of SEP (its structural elements) in view of enriching its content	Literary sources. Practice of industrial organizations’ functioning	Theoretical and logical analysis (analysis of literary sources, analysis of industrial organizations’ functioning). Interviewing, expert survey	Content description of development features of SEP (its structural elements, which are at different stages of the life cycle)

Table 2

Content of the stage "Evaluation of the industrial organization capacity to carry out measuring and diagnosing the SEP development"

Name of the stage	Task	Initial data	Tools for performing the task	Results of solving
Evaluation of the industrial organization capacity to carry out measuring and diagnosing SEP development	Testing the industrial organization capacity to carry out measuring and diagnosing SEP development with application of traditional and/or unique diagnostic tools	Practice of measuring and diagnosing SEP development	Tools for diagnosing the industrial organization potential in the field of evaluation of the consulting firm Informing Change [13]. Interviewing, expert survey	Determining the industrial organization capacity to carry out measuring and diagnosing SEP development. Recommendations on application of traditional and/or unique diagnostic tools

Formation of the research information space (i. e., in the context of diagnosing development of the industrial organization SEP, forming a system of indicators characterizing the state (condition, development effectiveness) of structural elements of the industrial organization SEP at different stages of the life cycle).

For this purpose we will use a general-purpose scheme of forming the research information space to solve the relevant problem (described in details by O. Raievniva [9]). On the basis of the analysis of literary sources and practices of industrial organizations' functioning there was formed the initial set of indicators that describe the state (on the resource component), conditions of development (on functional component) and development effectiveness of each structural element of SEP development. Given the specificity of certain organizations' activity, goals, tasks, future format of conducting diagnostics (comprehensive diagnostics of SEP development, express diagnostics of SEP development, monitoring of SEP development) of the initial number of indicators for each structural element of SEP development there was composed a final list of indicators that form the informational space for studying the level of SEP development of industrial organizations. In particular, with application of factorial analysis [9]) there was made a final list of indicators (for each of the structural elements), forming the information space of comprehensive research of the development level of SEP of the analyzed industrial organizations. Further, based on this list, it is advisable to calculate the integral indicator of evaluating the state of SEP, and of its components – with the help of complex indicators for evaluating SEP state, built on the basis of the taxonomic method

[2, 3]). Based on the expert survey and evaluation of the validity of indicators [10]) that characterize the state (condition, development effectiveness) of structural elements of a particular industrial organization there was made a final list of indicators that form the information space of express diagnostics and/or monitoring of the development of SEP structural elements of a particular industrial organization.

The content of this stage is presented in *Table 3*.

Currently, a detailed consideration of the phase **"Tools ensuring evaluation of life-cycle stages of developing the SEP structural elements"** draws attention to determining the position of the structural elements, which are at different stages on the curve of their life cycle development (*Fig. 2*), but not to the format of carrying out the diagnostic study.

For in-depth diagnosing and determining the positions of structural elements of industrial organization SEP, which are at different stages on the curve of their life cycle development, there can be applied the technology of diagnosing the development processes [9, 15] adapted in the context of diagnosing development of structural elements of industrial organization SEP. Determining the life cycle stages of SEP structural elements' development is performed on the basis of a combination of values of the first (CE_i') and second (CE_i'') derivatives of complex indicators of developing industrial organization SEP and integral indicators of developing SEP structural elements calculated within equal time intervals.

The development trend of SEP and its structural elements (which correspondingly allows determining the stage) is proved by the first derivative of the function (CE_i'):

Table 3

Content of the stage "Formation of the research information space"

Name of the stage	Tasks	Initial data	Tools for performing the task	Results of solving
Formation of the research information space	To form a complex of diagnostic indicators for carrying out comprehensive diagnostics, express diagnostics and monitoring development of the industrial organization SEP (its structural elements)	Literary sources. Practice of industrial organizations functioning	Theoretical and logical analysis (analysis of literary sources; analysis of industrial organizations functioning). Factorial analysis [9, 15]. Taxonomy analysis [2, 3]. Expert survey	Complex of diagnostic indicator to carry out studying the state and development of industrial organization SEP (its structural elements) in the formats of comprehensive diagnostics, express diagnostics, monitoring

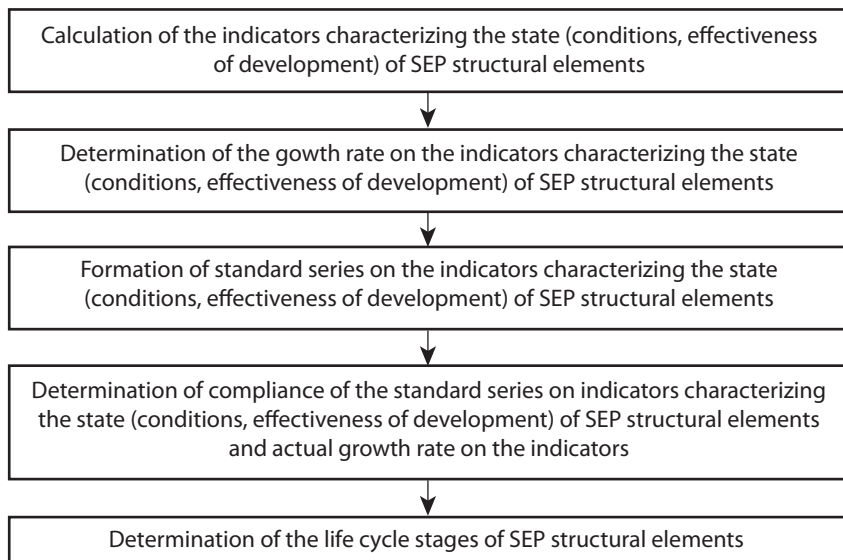


Fig. 2. Scheme of determining the life cycle stages of developing structural elements of industrial organization SEP

if $CE_i' < 0$ – recession takes place; $CE_i' \approx 0$ – a steady development takes place; $CE_i' > 0$ – recovery is observed.

To study the rate of development of SEP and its structural elements, the rate of the trend development is evaluated (with (CE_i'') used as the second derivate):

if $CE_i'' < 0$, and $CE_i' > 0$ is a possible decrease in acceleration of the recovery process;

if $CE_i'' < 0$, and $CE_i' < 0$ is a possible increase in acceleration of the recession process;

if $CE_i'' < 0$, and $CE_i' \approx 0$ is a possible change in the development process character;

if $CE_i'' > 0$, and $CE_i' < 0$ is a possible increase in acceleration of the recovery process;

if $CE_i'' > 0$, and $CE_i' > 0$ is a possible decrease in acceleration of the recession process.

The content of this stage is presented in *Table 4*.

Evaluation of effectiveness of developing the industrial organization SEP on a regular basis, including monitoring of SEP structural elements' development, should be carried out by thoroughly selected, clear and measurable key indicators of economic, socio-economic, socio-psychological effectiveness (*Table 5*).

The traditional content of this stage has been enriched (*Fig. 3*) through the renewal of the context of SEP development diagnosing and includes, except for calculation and interpretation of the indicators of economic, socio-economic, socio-psychological effectiveness, organizing the research and evaluating the key factors of development/decline of SEP structural elements (on the results of factorial analysis [9, 14], canonical analysis [14], based on the expert survey) and determining problem structural elements of SEP, which require priority attention.

Table 4

Content of the stage "Tooling backup"

Name of the stage	Tasks	Initial data	Tools for performing the task	Results of solving
Tooling backup for evaluating the life-cycle stages of developing SEP structural elements	To form tooling backup for evaluating the life-cycle stages of developing SEP structural elements. To determine the life-cycle stages of developing SEP structural elements	Effectiveness indicators of developing the industrial organization SEP and its structural elements	Analysis of dynamic series. Technology of diagnosing the stage and phase of development [9]	Determining the life-cycle stages of SEP structural elements

Table 5

Indicators of effectiveness of developing the industrial organization SEP

Components of SEP development effectiveness	Indicators of SEP development effectiveness
Economic [6]	Profitability of the industrial organization
	Competitiveness of the industrial organization
	Market value of the industrial organization
Socio-economic	Quality of working life of the industrial organization employees
Socio-psychological [16]	Loyalty of the industrial organization employees

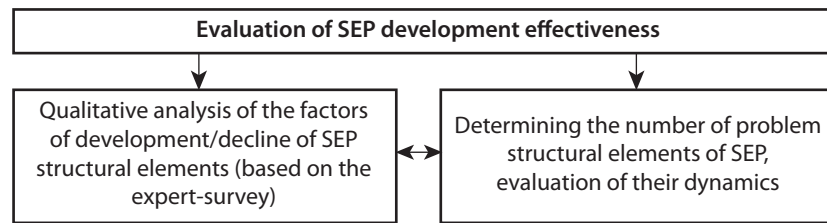


Fig. 3. Analytic procedures of the stage of evaluating the development effectiveness of the industrial organization SEP

Perspective diagnostics (forecasting) of developing SEP structural elements.

To forecast possibilities of developing SEP structural elements on the results of monitoring of internal and external environment, it is appropriate to use the algorithm of forecasting integral indicators of the development level (described in details by O. Raievnieva [9]), which provides for selecting the forecasting method, and forecasting models, determining forecasting values of the development level integral indicators.

Selective management response (on the results of diagnostics of developing SEP structural elements) (Fig. 4).

The fact that the nature of each structural element of the industrial organization SEP is formed and developed through a unique combination of the objective and subjective component [5] should be taken into consideration in the process of diagnosing and giving a proper selective management response (Table 6).

It should be noted that methodological support for diagnosing the SEP subjective component [8] requires a special attention due to its forming tools at all life cycle stages of SEP structural elements.

Developing the ideas by A. Pryhozhyh [17], R. Akhmetshyna [18], and the own view on features of developing SEP structural elements at different stages of its life cycle [5], the following description of the state of factors of the subjective component influence on developing SEP structural elements at different stages of the life cycle by the indicator of socio-psychological effectiveness [16].

Thus, the initial information for diagnosing structural elements of industrial organization SEP on the subjective component can be chosen on the basis of the calculated shares of synergetic employees, syncretic employees, entropic employees.

For each group of employees there have been defined the key personal qualities, which reflect the nature of their behavior most precisely:

- ✦ for synergetic employees, which activity catalyze SEP development, the need for “creative self-realization” and “achievements”, “interest to work”, “readiness for innovations”; “ability to self-organization of the work”; personal resource for performing the professional activity”, etc. is inherent. These employees are characterized by affective commitment to the industrial organization they work for;
- ✦ syncretic employees, which by their activity ensure the integrity and stability of SEP (its structural elements), are best described by “attitude to objectives in performing the professional activity” (e.g. “maintaining discipline”, “realizing the duties”, etc.), “need for a high material status”, “ability to stabilize the working conditions”; “peculiarities of the locus of internal control”; “adequate assessment of the necessary preconditions for quality performance of a professional objective”, “development level of emotional intelligence”, etc. They are characterized by signs of normative commitment to the industrial organization;
- ✦ entropic employees, which by their activity destabilize the development of SEP structural elements – “character of problem perceiving” (responding/ignoring), “character of perceiving colleagues and the executive”, etc. They are characterized by signs of involuntary commitment to the industrial organization they work for.

This will allow conducting express diagnostics on the subjective component of structural elements of industrial organization SEP and revealing hidden threats to successful development of this structural element of SEP.

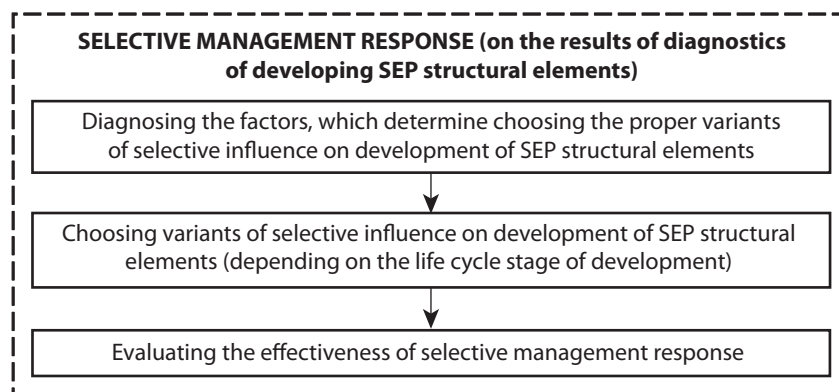


Fig. 4. Analytical procedures of the stage of selective management response (on the results of diagnosing the development of SEP structural elements)

Describing influence factors of the subjective component of structural elements of the industrial organization SEP by the life cycle stages [19]

Any processes taking place at the industrial organization	Purpose of a potential selective management response	Stages of developing SEP structural elements			
		«development points»	«basic elements»	«destruction points»	«transformation points»
<i>Subjective component of SEP structural elements</i>					
“Synergetics” (processes, which catalyze SEP development)	Eliminating or restricting negative influence of factors, that inhibit the activity of synergetic employees	Share not less than 20%	Share decreasing to 0%	0%	Up to 10% (the share increases closer to completion of the life cycle stage)
“Syncretics” (processes, which ensure integrity and stability of SEP (its structural elements))	Increasing the influence for ensuring the control of risks from the entropic processes	Up to 80% (the share increases closer to completion of the life cycle stage)	Share up to 80%	Share decreasing to 20–40%	Up to 50% (the share increases closer to completion of the life cycle stage)
“Entropics” (processes, which destabilize development of SEP structural elements)	Restraining - to eliminate or restrict the negative influence on development of other structural elements of SEP by means of preventive measures	Up to 10% (the share increases closer to completion of the life cycle stage)	Share not less than 20%	Up to 60–80% (the share increases closer to completion of the life cycle stage)	Share decreasing to 40%

On the results of diagnosing SEP structural elements (by the life cycle stages) there can be proposed and correspondingly realized by the industrial organization management the following management recommendations having a selective character (for attractive “development points”, potentially attractive “basic elements” and “transformation points”, for regressive “destruction points”).

It should be mentioned that application of the toolkit for selective management response can be effective only under conditions of adhering to corresponding principles [20–22], namely: preserving SEP integrity (the essence of the principle is that selective management response is directed at development and strengthening of relations between SEP structural elements as components of a comprehensive system), ensuring safety of SEP functioning and development (means that selective management response is directed at creating conditions for preserving in the long-term perspective and ensuring development of individual structural elements of SEP and SEP of the industrial organization as a whole) and protection of social and economic interests of the industrial organization at different levels), the principle of preventive actions requires formation of conditions directed at averting destructive factors in the processes of industrial organization management

It is recommended to perform evaluating the effectiveness of selective management response [21] in 3 steps. At first, the dynamics of differences between the development level of each SEP structural element is analyzed. At the second stage the dynamics of the number of SEP problem structural elements is estimated. At the third stage, through

comparison of the data obtained with the corresponding criteria values, conclusions about the effectiveness of the selective management response are made.

CONCLUSIONS

Based on the results of generalization of the existing experience in diagnosing the industrial organization SEP development and taking into account the change in views on the subject of the research: 1) the logic of diagnosing SEP development has been identified, 2) the methodological approach to SEP diagnosing based on tooling backup for evaluating life cycle stages of SEP structural elements' development has been proposed 2) the methodological approach to selective management of developing the industrial organization SEP has been offered.

Prospects for further research in this direction are the diversification of diagnostic tools and modeling of the life cycle of social and economic potential development. ■

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