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Personnel development at enterprises with regard to adaptation to the VUCA world

Abstract. The modern world, which became known as the VUCA world, is a world marked by volatility, uncertainty, complexity and ambiguity of general conditions and situations. It points out the necessity for enterprises to secure rapid adaptation, flexibility in decision-making and predictability. Maintenance of personnel competencies and skills which contribute to the process of adaptation to the VUCA world is one of the mechanisms to ensure enterprise development. The article describes the results of the study related to the personnel employed at enterprises of the transport and logistics system, which indicates their level of adaptability to modern working conditions. The survey was undertaken by the authors in November, 2015, in Kharkiv region of Ukraine. The study has revealed that formation, development and maintenance of a competency framework for the personnel is a mechanism which makes it possible for enterprises to adapt to modern conditions of development. Based on the results of the study, we have determined personnel competencies which are essential in conditions of the VUCA world with regard to characteristics such as professional qualifications, toleration of uncertainty, thinking and skills, behavioral reactions, communication skills, learning aptitude, multicultural competencies. In accordance with the current trends in personnel management, we suggested concrete actions with regard to personnel development and training at enterprises of the transport and logistics system. It has been concluded that personnel competencies are not considered to be frozen: they change under the conditions of the VUCA world, globalisation and integration of world economies.

Keywords: Personnel; Competencies; Adaptation of Personnel; VUCA World; Personnel Management

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Розвиток персоналу в умовах адаптації підприємств до VUCA-світу

Анотація. Сучасний світ, який отримав назву VUCA-світу, характеризується мінливістю, невизначеністю, складністю та багатозначністю умов і ситуацій. Одним із механізмів підвищення ефективності розвитку підприємств у таких умовах є наявність компетенцій персоналу та особистих якостей, які сприяють його адаптації до умов VUCA-світу. У статті наведені результати дослідження персоналу підприємств транспортно-логістичної системи, які показали ступінь його адаптивності до сучасних умов праці. Дослідження показало, що формування, розвиток і підтримка компетенцій персоналу є тим механізмом, який дозволяє адаптувати підприємства до сучасних умов розвитку. На підставі результатів дослідження визначені компетенції персоналу, які необхідні в умовах VUCA-світу щодо таких груп характеристик, як професійні якості, ставлення до невизначеності, мислення, поведінкова реакція, комунікативні якості, здатність до навчання та полікультурні компетенції. На основі сучасних трендів в управлінні персоналом запропоновані дії з управління розвитком персоналу підприємств транспортно-логістичної системи, його навчання. Зроблено висновок про те, що компетенції персоналу не є застиглими і трансформуються під впливом VUCA-світу, процесів глобалізації та інтеграції економік світу.

Ключові слова: персонал; компетенції; адаптація персоналу; VUCA-світ; управління персоналом.

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Развитие персонала в условиях адаптации предприятий к VUCA-миру

Аннотация. Современный мир, который получил название VUCA-мир, характеризуется изменчивостью, неопределенностью, сложностью и многозначностью условий и ситуаций. Одним из механизмов повышения эффективности развития предприятий в таких условиях является наличие компетенций персонала и личных качеств, которые способствуют его адаптации к условиям VUCA-мира. В статье приведены результаты исследования персонала предприятий транспортно-логистической системы, которые показали степень его адаптивности к современным условиям труда. Исследование показало, что формирование, развитие и поддержка компетенций персонала является тем механизмом, который позволяет адаптировать предприятия к современным условиям развития. На основании результатов исследования определены компетенции персонала, которые необходимы в условиях VUCA-мира относительно таких групп характеристик, как профессиональные качества, отношение к неопределенности, мышление, поведенческая реакция, коммуникативные качества, способность к обучению и поликультурные компетенции. На основе современных трендов в управлении персоналом предложены действия по управлению развитием персонала предприятий транспортно-логистической системы, его обучению. Сделан вывод о том, что компетенции персонала не являются застывшими и трансформируются под влиянием VUCA-мира, процессов глобализации и интеграции экономик мира.

Ключевые слова: персонал; компетенции; адаптация персонала; VUCA-мир; управление персоналом.

1. Introduction. The modern world is marked by volatility, uncertainty, complexity and ambiguity. It became known as the VUCA world and is characterised by the rapidity of change, unpredictability, considerable difficulties in defining the future on the basis of the past, a variety of evidences, causes and factors affecting the situation, as well as by multivariate conditions and situations. Enterprises, including the ones that form the transport and logistics system (TLS) which operate in such a world, must be able to quickly to changing conditions of development, while managers should realise the importance of good-will and the essence of modern personnel competencies which influence business performance. The volatility, uncertainty, complexity and ambiguity of the external environment require the personnel working at enterprises to demonstrate adaptive competencies, which enables them to respond flexibly to changes, to be mobile and stress-resistant. Their knowledge, abilities and skills should correspond with current demands related to doing business. Hence, personnel development and adaptivity are major factors of the general adaptability of enterprises to the conditions of the VUCA world.

2. Brief Literature Review. The problems related to personnel development, adaptability, competitiveness and competence are reflected in researches conducted by different scientists. The theory of human capital plays a vital role in researching the relevant issues. T. Schuiz (1971) defined human capital as all that represents the source of future pleasure or future earnings, or both, as any asset either material or human which has a capability of generating future income flow. Fundamental researches on problems of adaptability of employees were conducted by scientists such as A. Brown (2015), V. Hryniowa [3], P. Drucker (2008, 2012) [4–7], J.-J. Lambin (1996, 2011) [8–9], R. Marr (2001) [10], G. Sullivan (2015) [11–13], P. Tallon (2008) [14], Y. Khentse [15], O. Shchukin [16], etc.

Despite a considerable number of scientific developments related to theoretical and practical aspects of competencies and adaptability of personnel, the issues concerning the ability of personnel to adapt to the conditions of the VUCA world require further consideration. This is particularly true of factors affecting professional adaptability of personnel and the questions of formation of the required competencies which influence the effectiveness of adaptability of TLS enterprises to the current state of development.

3. The purpose of the article is to identify factors affecting professional adaptability of personnel at TLS enterprises, to clarify the required personnel competencies, the directions in which they evolve and measures taken by such enterprises for their implementation.

4. Results. As the analysis of current sources of information shows, the concept of work in conditions of the VUCA world or chaos, as described by some researchers, is not new. T. Peters (1987) [17] has been discussing the issues related to chaos management for several years, and the concept of decision-making under uncertainty has become a fundamental scientific direction. Its novelty is in the fact that most leaders of econo-

mics, politics and business have realised that the VUCA environment determines the permanent working modality of today and it is a temporary phenomenon. Practice has shown that heads of enterprises prepare themselves to work in the VUCA environment; however, this does not apply to recruiting, staff costs, skill development, competencies, management, adaptability, etc. As a result, it should be recognised that it is not possible to have an elaborated strategy of enterprise development and to be successful in the VUCA world without changes in personnel management or recruiting. (Sullivan, 2012) [11].

Service providers, which include TLS enterprises, depend heavily on professional competence. Hence, the focus on human resources requires us to consider personnel as the main potential for an enterprise and, consequently, the focus should be put on professional and personal development. Therefore, one of the key tasks for enterprises is the development of personnel competencies, required in the conditions of the VUCA world. Addressing this issue will contribute to innovative development of TLS enterprises and increase their competitiveness.

To identify factors which influence professional adaptability of personnel to the current state of enterprise development, we will consider a survey conducted by us in November, 2015, in Kharkiv region among 200 employees working at TLS enterprises who have their specific characteristics including the differences in age and education levels (Table 1). The employees who took part in the survey were aged between 20 and 60, and had secondary and/or higher education and academic degrees. The research showed a relationship between personal characteristics and their ability to adapt (93% of all the respondents answered the question regarding the dependence of their ability to adapt and their character traits in the affirmative).

According to the Complexity Scale, it has been found out that the younger personnel who adequately accept changes in both the external and internal environment, and not the representatives of older generations who express a preference for traditional methods of doing business and do not accept innovations uncritically, are more adaptable to change.

The respondents with higher education and those who have academic degrees are also more adaptable to changes (78% of the respondents with higher education and academic degrees confirmed that they easily adapt to changes in doing business and to changes happening in the world today). They are ready to accept the internal organisational changes, personnel rotation, the need to improve skills and the necessity to participate in trainings. This allows them to keep their jobs, to provide career growth, to maintain motivation to develop alongside with the enterprise. The results of the survey are reflected in Table 1. The research has shown that forming promoting and maintaining of personnel competencies provide a mechanism which allows for the adaptation of enterprises to the current conditions of their development.

Any enterprise which growth and develops effectively needs to see which of the competencies are important for its person-

Tab. 1: The results-based table of personnel adaptability, %

Characteristics	Total	Secondary Education			Higher Education			Academic Degree		
		20-32 years of age	33-45 years of age	46-60 years of age	22-32 years of age	33-45 years of age	46-60 years of age	25-32 years of age	33-45 years of age	46-60 years of age
Dependency of the ability to be professionally adaptive on character traits	93	94	91	86	96	93	92	98	95	93
Ease of adaptation to current working conditions	74	72	68	61	80	78	66	81	79	76
Willingness to learn	62	67	60	46	71	71	31	73	71	67
Readiness to participate in trainings and other forms of active learning	73	67	64	62	80	77	73	79	78	75
Preparedness to improve professional skills	76	79	68	64	81	78	75	83	80	78
Acceptance of personnel rotation	76	71	71	68	83	81	74	83	80	74
Acceptance of internal organisational changes	81	78	78	65	85	83	78	87	86	85

Source: Compiled by the authors based on the results of the survey (November, 2015, Kharkiv region, Ukraine)

nel and define ways to promote them. Practice shows that competencies are defined as a set of characteristics (qualities) of the worker which include personal attributes (emotional and volitional peculiarities, values and attitudes expressed through business behaviour) alongside with knowledge and skills.

Competencies are tentatively subdivided into two groups. Those competencies that form the first group take into account knowledge and skills specifically tailored for each post and required for successful job performance. The other group of competencies describes the differences in working approaches of good and excellent workers (e.g. the attitude towards customers or the ability to accept and value diverse viewpoints). The latter competencies are most important in conditions of the VUCA world.

Thus, volatility, uncertainty and complexity of doing business envisage the use of a multivariate approach to the creation of enterprise development strategies. This requires personnel and management to promote such competencies as flexibility of thinking and behavioral flexibility which will make it possible to quickly respond to changing situations and contribute to making adequate managerial decisions. Also, it should be remembered that the key requirements for the competencies will vary in the course of time. Besides, to predict different versions of a scenario of development and to demonstrate behavioral flexibility in conditions of volatility, it is necessary to be able to adapt and change the ways of communication with customers and partners, to find very distinct arguments, words, appeals, etc.

The VUCA world also requires the flexibility of corporate visions, missions and development strategies. In such conditions, senior management should increase opportunities for their personnel to take full responsibility for any business decisions made, to concentrate on creativity and creative communication, to have a better understanding of decision-making and communication at lower levels, as well as an understanding of how to encourage a personalised approach and team work. The overall result of such changes will depend on the people's ability to cooperate to achieve mutual goals, retaining their identity and their influence on development processes.

The transformation of information technology and the arrival of digital technologies, as one of the realities of today's world, are based on pattern changes related to working people and personnel competencies at the expense of technological changes (i.e. people adapt to the use of devices). As a result of the IT transformations mobile technologies, social networks, cloud technologies and Big Data will be used over the next five years. Hence, the ability to comprehend a wealth of existing information and data one has to process, the ability to formulate tasks and problems in such a way that they can be solved by using computer technologies and the ability to project the working environment and the progress of work (design thinking) are thought to be most important among the competencies.

Cross-functional management is another important characteristic contributing to the process of adaptation to the conditions of the VUCA world. According to the results of the study conducted by the HeadHunter Group in Ukraine in 2015, in recent years there has been a brisk demand for specialists working in the convergence of professions. Many companies are willing to build a team of professionals who possess knowledge in various related fields. Such personnel would be able to plan their actions giving consideration to the activities of colleagues, to perfectly understand the contribution of each member to project implementation, to be open for a new experience and be ready to teach others. Cross-functional teams (CFT) are created to address particular challenges in the operation of enterprises to implement specific projects which are carried out by a business enterprise alone or in cooperation with others. Establishing such teams makes it possible to provide cuts to the managerial apparatus; to enhance managerial effectiveness; to make the maximum use of human resources, their knowledge and competences; to constantly self-improve through their participation in teamwork; however, this requires a high level of personnel qualifications, responsibility and communicative skills.

Another vital requirement for personnel is the existence of multicultural competencies, the ability to communicate in different languages both with partners and customers. Equally important is a tolerant attitude towards other cultures, which is particularly significant with regard to the TLS enterprises' entering external markets.

A general scope of competencies of TLS enterprises required in conditions of the VUCA world by major groups is shown in Table 2.

Tab. 2: Personnel competencies required in conditions of VUCA world

Characteristic groups	Competencies
Professional qualities	Professional knowledge and skills
	Ability to work with software products
Attitude towards uncertainty	Comfortable being in conditions of uncertainty
	Foresight
	Self-awareness
Thinking	Flexibility of thinking
	Ability to think strategically
	Novelty of thinking
	Creative thinking
Behavioral reactions	Behavioral flexibility
	Quick perception of information and its processing
	Швидкість прийняття рішень Здатність швидко адаптуватись
Communication skills	Ability to work in teams
	Ability to accept diverse viewpoints
	Ability to communicate and to alter communication techniques
	Ability to build working relationships with customers and partners
	Involvement in enterprise life
	Ability to inspire confidence
Learning capacity	Willingness to adapt and to give practical effect to changes
	Willingness to learn and develop
	Self-paced learning
	Pace of organisational learning
Multicultural competencies	Knowledge of foreign languages
	Knowledge of other cultures
	Respect for other cultures

Source: Compiled by the authors

The VUCA world also requires a sense of comfort in conditions of uncertainty and rapid changes, as well as willingness to learn. Thus, to ensure the most efficient adaptation of personnel to the conditions of the VUCA world, an enterprise must have a programme for corporate thinking. At the International Conference held by the Association for Talent Development (ATD) in Orlando (USA) in May 2015, the participants emphasised the major trends in corporate training and personnel management that depict the most important change with regard to personnel which is nurturing talent at the very enterprise, as well as adapting it to the conditions of the VUCA world rather than employing personnel from outside (Medvedev, 2015) [19].

It was stated that in corporate training the emphasis is shifting from training as a mode of teaching to other forms such as facilitation, gamification, edutainment, coaching, etc. Thus, facilitation helps to organise discussions and to fundamentally improve the quality of decisions being made. Hence, the main emphasis in training is put on techniques of teamwork. Facilitation can also be used to overcome remaining cultural and generational barriers, to form the emotional well-being of personnel. A professional interest in facilitation will grow through research in the field of neurocognitive sciences and social psychology (Medvedev, 2015) [20].

A growing interest to gamification is also due to the desire to find a way to increase the interest of personnel in learning and to have transparency in the system of encouragement and awards. The interest to coaching reflects the need to manage emotions and aim them at finding effective solutions, which could be achieved by the help of a professional coach. Application of edutainment methods in personnel training, which is viewed as a combination of public contract and entertainment to quickly achieve goals set by society, is also considered pro-

Tab. 3: Major trends in personnel management and measures taken by TLS enterprises to provide personnel development

Trends in personnel management	Measures taken by enterprises to provide personnel development
Adapting personnel to the conditions of the VUCA world	Training to work in conditions of volatility, uncertainty, complexity and ambiguity
Nurturing talent at the very enterprise	Training of own personnel rather than recruiting personnel from outside
Shifting emphasis from trainings to other active forms	Use of facilitation
	Use of gamification
	Use of edutainment
	Use of coaching
Developing design thinking	Training to comprehend a wealth of information
	Training to formulate tasks and problems in such a way that they can be solved by using computer technology
	Cloud training
Transforming of information technologies into digital ones with new approaches to training	Use of social networks
	Training to adapt personnel to the use of devices
	Training to formulate tasks and problems in such a way that they can be solved by using computer technology
Shifting the emphasis in gender policies	In recruiting, women are considered to be most prospected, thus they are strongly encouraged
Cross-functional management	Engagement of personnel with professional knowledge in various related fields
Cross-cultural management	Engagement of personnel with multi-cultural competencies
Extreme longevity	Increasing work experience of personnel due to which from 3 to 4 generations work at an enterprise
Extinction of jobs	Personnel retraining

Source: Compiled by the authors based on [19]

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