

Запроваджені заходи підтвердили свою ефективність та дієвість для досягнення результатів та утримання рейтингу компанії на ринку телекомунікаційних послуг.

Підсумовуючи, слід зазначити, що компанія «Київстар» є одним з найяскравіших прикладів ефективною та відповідальною діяльністю в Україні у період воєнного часу. Компанія допомагає як абонентам і співробітникам, так і державі. Безсумнівно, війна призупинила заплановані інновації, проте в даний час компанія тільки закріпила свій імідж та довіру до себе.

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УДК 330

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WARTIME PERFORMANCE MANAGEMENT

The war made irreparable changes in the life of every Ukrainian. Everything so familiar has changed, and business is not an exception. New conditions of existence require quick adaptation to external events, adaptation to any conditions and a very high resistance to stress. The economic front of the state during the war is one of the

issues, the provision of which contributes to replenishing the budget and maintaining the solvency of the population.

According to a survey by the research company Gradus Research [1], due to the war in Ukraine, 85% of Ukrainian businesses have switched to a mode of limited operation or a complete shutdown of activities, of which 35% have suspended activities until better times, and 1% does not plan to resume it.

Considering the category of performance management during the war, we focus on the managerial dimension of this phenomenon. To understand it, one cannot do without understanding the concept of Performance Management. Team performance is about systemic and continuous work, not single quick events. Of course, it should be flexible and take into account changes in context, but doesn't count on the fact that some point actions (say, to set up a temporary shelter or change salaries) will radically change the performance of the team right now.

According to CIPD [2], performance management is a systematic approach, the creation of a culture and processes (formal and informal) that encourage the continuous improvement of individual and team capabilities, behavior and, as a result, the contribution of everyone to the work of the organization.

Another definition, authored by Michael Armstrong, is based on the fact that performance management implies the most intense dialogue, openness to uncomfortable questions, to various types of feedback. And this is what often a performance challenge in organizations becomes.

So, the main features of performance management are consistency and integrity. In its classical form, this system consists of 6 parts. It all starts with the formation of the idea and strategy of the company, and then they are decomposed to the level of processes and roles. At this stage, there are goals for a certain time period for roles and processes and the alignment of expectations for the results of each task and how to complete it. At the third stage, regular continuous feedback occurs. And then there is an assessment of the performance of employees (both self-assessment and assessment by different methods) and the summation of the results.

In emergency and crisis conditions, the classic performance management cycle becomes very difficult to implement. After all, we do not have mental space, readiness, a sense of our own right to evaluate ourselves and others. Yes, and often there is also no physical possibility – we cannot bring the team together, even online, due to disparate timeslots. A certain reflection of the lived experience is still needed, but even it is not easy, given the heavy emotions that we experience.

The paradox is that this is exactly what teams need – to talk about the future, to reduce uncertainty, to gain clarity. It is important to understand that the strategy now is not a plan, not a guarantee. Rather, it is a conversation about which we are today, who we want to be, who our customers are, what value we create, what our product is. It is possible and necessary to work with the vision, the root idea of the company, even in times of crisis.

We should talk not only about the organizational future, but also about the personal future of employees. We now live in a dual reality: a high level of anxiety pushes us to act, to do something, but on the other hand, we cannot forget about managing the future. Connecting these two horizons of a thing is very difficult – but this is what managerial skill is all about.

At the same time, you should also be more forgiving of yourself. The same level of productivity as before the war cannot be expected. Therefore, we should limit the list of our goals and the goals of employees. McKinsey, for example, suggests creating a memorable "mantra" – 3-4 simple tasks that I should do now, and the other – temporarily cut off. And move from one priority package to the next. This will allow not feeling guilty about not completing tasks, even if you are not able to maintain the same productivity now as before the war.

Regular meetings with company management, informing about the state of affairs and business prospects, human (careful) communication, psychological assistance, information and legal support, for example, on mobilization, first aid training, will help the employees feel more confident and concentrate on work issues.

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УДК 65.012:316.77

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ДОСЛІДЖЕННЯ СИСТЕМИ ІНФОРМАЦІЙНО-КОМУНІКАЦІЙНОГО МЕНЕДЖМЕНТУ ПІДПРИЄМСТВА «САНТЕХЦЕНТР»

Будь-яка сучасна організація «повинна постійно вдосконалювати систему комунікаційних механізмів, оскільки вони забезпечують прийняття рішень, відіграють важливу роль у міжособистісних стосунках і формуванні іміджу організації» [1, с.42].

Компанія «Сантехцентр» уже понад 20 років являється лідером на ринку в продукції сантехніки, опалення та водопостачання в регіоні Івано-Франківськ та пропонує широкий вибір якісної продукції від провідних виробників – Valtemo, Speroni, Austria Email, Aquatica, Tatramet, Cersanit, VOGEL&NOOT, Zigrivaj, HI-NON, тощо [2]. Серед переваг компанії: велика клієнтська база; власні складські приміщення; власна доставка товару; власні магазини.