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## **HUMANISTIC ASPECTS OF CHANGE MANAGEMENT IN THE INFORMATION SPACE OF BUSINESS FUNCTIONING**

### **ГУМАНІСТИЧНІ АСПЕКТИ УПРАВЛІННЯ ЗМІНАМИ В ІНФОРМАЦІЙНОМУ ПРОСТОРІ ФУНКЦІОНУВАННЯ БІЗНЕСУ**

***Summary.** The publication reflects the main humanistic aspects of change management in the information space. The urgency of the problem is due to the fact that business in Ukraine has been drifting in the course of changes and transformations for several years. The article highlights the essence of changes that have had a significant impact on the functioning of business in Ukraine in recent years. In accordance with the purpose of the study, the concepts of «change management», «humanization», «information environment», «organisational culture in the change management system», «change management algorithms» were analysed. The justification of the key concepts of the study is based on the concept of change, the theory of organisational management and the philosophical ideas of humanism in the Renaissance. The genesis of the development of humanistic ideas in management theory is described. On the basis of the change management models analysed, it is shown that adaptability, effective communication and training of employees contribute to effective transformation and support of change in organisations. The study of the practices of global companies implementing changes based on humanistic aspects has shown that the active participation of employees in the implementation of innovations and the support of managers are crucial for achieving success. The specifics of implementing changes in the information space based on a systemic and cultural approach, reflecting humanistic trends in the development of the country's business environment, are summarised. It was found that the humanistic approach creates such a special organisational culture, in which each employee is unique, feels his importance and can actively participate in transformations. For the effective implementation of changes, an algorithm is proposed, which consists of five stages of actions or steps: analysis of the information environment, involvement of employees, implementation of transformations,*

correction and consolidation of changes. Among the main principles of the humanisation of the management system during the implementation of changes in organisations, we highlight the following: effective support of motivational behaviour; tolerant management of the manager in relation to changes; collective consent of employees before implementing changes; priority of perspective over rationality or expectation of the final result; fairness in assessing everyone's contribution to the change process; crediting the leader's trust to the initiators of transformations in organisations. The results of the study emphasise that the implementation of humanistic values in business practices not only increases the effectiveness of change, but also contributes to the overall well-being of the organisation by creating a sustainable, people-centred organisational culture. Criteria for evaluating the effectiveness of change in the information environment may be perspectives for further research.

**Резюме.** Публікація відображає основні гуманістичні аспекти управління змінами в інформаційному просторі. Актуальність проблеми зумовлена тим, що бізнес в Україні протягом останніх років дрейфує у руслі змін та трансформацій. У статті виокремлено сутність змін, які зробили вагомий вплив на функціонування бізнесу в Україні протягом останніх років. Відповідно до мети дослідження проаналізовано поняття «управління змінами», «гуманізація», «інформаційне середовище», «організаційна культура у системі управління змінами», «алгоритми управління змінами». Обґрунтування ключових понять дослідження спирається на концепції змін, теорію управління організаціями та філософські ідеї гуманізму в епоху Відродження. Описано генезис розвитку гуманістичних ідей у теорії управління. На основі моделей управління змінами, які було проаналізовано, доведено, що адаптивність, ефективна комунікація та навчання працівників сприяють ефективній трансформації та підтримці змін в організаціях. Дослідження практик світових компаній впровадження змін на основі гуманістичних аспектів, довело, що активна участь співробітників під час впровадження нововведень та підтримка керівників є критично важливими для досягнення успіху. Узагальнено специфіку впровадження змін в інформаційному просторі на основі системного та культурного підходу, які відображають гуманістичні тенденції у розвитку бізнес-середовища країни. Визначено, що гуманістичний підхід формує таку особливу організаційну культуру, у якій кожен співробітник є унікальним, відчуває свою важливість і може активно брати участь у трансформаціях. Для ефективного впровадження змін запропоновано алгоритм, який складається із п'яти етапів дій або кроків: аналіз

*інформаційного середовища, залучення працівників, реалізація трансформацій, корекція і закріплення змін. Серед основних принципів гуманізації системи управління під час впровадження змін в організаціях виокремлюємо наступні: ефективна підтримка мотиваційної поведінки; толерантне розпорядництво керівника щодо змін; колективної згоди працівників до впровадження змін; превалювання перспективності над раціональністю або очікування кінцевого результату; справедливості в оцінці вкладу кожного до процесу змін; кредиту довіри керівника до ініціаторів трансформацій в організаціях. Висновки дослідження підкреслюють, що реалізація гуманістичних цінностей у розвитку бізнесу не лише підвищує ефективність змін, але й сприяє загальному добробуту організації, формуючи стійку організаційну культуру, орієнтовану на людей. Перспективами подальших досліджень можуть бути критерії оцінювання ефективності змін в інформаційному середовищі.*

In the course of changes and transformations of social processes in the environment, information technologies are rapidly developing and changing the course of business operations, requiring new trends and management approaches to respond quickly to today's challenges. The introduction of martial law fundamentally changed the course of development of social processes in Ukraine. Daily challenges and threats to the life and safety of citizens, destruction of the country's infrastructure, lead to a decrease in the efficiency of business operations in the information space and produce such negative phenomena as uncertainty and regression in the economic sector. Nowadays change management cannot be underestimated and its components attract the attention of managers and modern scientists. Mechanisms and models of change management contribute to rapid adaptation of business to new conditions and ensure competitiveness of the organisation in the service market.

Full-scale invasion of the aggressor country, internal and external migration of the population, premature mortality, mobilisation of the population are causing a demographic crisis and personnel famine in Ukraine. In such crisis conditions, the humanistic aspects of change management become particularly important, since the successful implementation and support of transformations and changes depends not only on the level of development of the information space, innovative technologies, but also on the availability of human potential. A person, as a key figure of an organisation that ensures its progress, needs support, additional motivation, understanding of the importance of changes and involvement in their implementation, thus creating a favourable environment for the production and support of innovations and quick

adaptations to environmental challenges. The modern information space encourages business not only to rapidly react to changes and anticipate them, but also to focus on the requests, needs, preferences and expectations of employees, teams, customers and stakeholders. Accordingly, the key components of the humanistic approach are organisational culture and effective communication, professional growth and self-development, mutual support and empathy. Humanising the information space in the change management process not only helps to reduce people's resistance to change, but also to create a shared collective vision of the organisation's development.

Therefore, the relevance of the chosen topic is determined by the following factors, which reflect modern trends in the information space: the rapid development of the latest technologies and the digitalisation of business processes require adaptation and flexibility from organisations. The changes taking place in the business world are not only technological, but also cultural, social and psychological. Any type of management is closely related to human resources and requires taking into account the psychological and emotional aspects of the collective, since resistance to change reduces the level of expected results of the introduced innovations and leads to regressive tendencies in the organisation. In the context of the digitalisation of society and the growth of competition in the market, the leaders of organisations are obliged to adapt to changes and skilfully generate their own ideas for their formation. A humanistic approach to change management in organisations creates a favourable environment for the introduction of new technologies for attracting employees, retaining competent personnel and developing corporate culture, which are important factors for achieving the desired results and strategic transformations.

The purpose of the study is to analyse the concept of humanisation and the integration of its key components in change management in the context of business functioning in the information space, and to describe the best global experiences of implementing transformations in organisations that contribute to effective functioning and development. In recent decades, Ukrainian business has undergone significant changes in its functioning. In particular, under the negative influence of political, economic and social factors, we can observe a critical situation in the functioning of business. The main challenges faced by the heads of organizations today are uncertainty, war, economic instability, changes in legislation, corruption and the destruction of Ukraine's infrastructure.

The ongoing conflict, which has been in place since 2014 and particularly since 2022, has undoubtedly had an impact on business operations. A considerable number of companies have incurred substantial

losses as a result of the destruction of assets, loss of markets and lack of resources. Conversely, certain sectors, including IT, agribusiness and manufacturing, have demonstrated resilience and even growth in the face of adversity. In order to succeed in this dynamic and ever-changing environment, companies must be willing to continuously improve. The leaders of innovative companies are aware that transformation is a crucial factor for success. It is important to recognise that change is an inevitable part of business. However, with the right approach, it can be predicted, accepted, supported and adapted to.

The introduction of new legislation designed to streamline business operations and enhance the investment environment has been met with optimism by entrepreneurs. However, the constant changes in the regulatory framework, instability of the tax system and corruption risks remain significant obstacles to development. In the context of globalisation and the consequences of military actions, Ukrainian companies are increasingly seeking to enter the international market. However, this also presents a number of challenges, in particular competition with more developed economies and the need to meet international standards. In such difficult conditions, society requires social responsibility from business, focusing on the introduction of humanistic values into the change management system, which will positively affect the organization's image on the market and employee satisfaction.

The main conceptual apparatus of our research is «change management», «information environment» and «humanisation». Classical philosophers believe that the universe operates in accordance with the Law of the Logos, which posits that the universe is in a state of constant struggle between good and evil, with disputes arising at every turn. However, they believe that this struggle ultimately leads to reconciliation and harmony. It is important to note that the essence of the concept of management includes a philosophical interpretation of change. Management is a special type of activity that is carried out with the help of close interaction between all parties involved. It is a flexible process that aims to transform the information space. Management actions involve a continuous change of states and a transformation of situations, moving from one quality to another [4].

The semantics of the definition of «management» is constantly expanding, and its fundamental concept, in our opinion, is a special type of human activity in conditions of change [34].

In light of this, the theory of «change management» has been undergoing significant development in the field of economics, both in terms of conceptualisation and practical organisational implementation. In the

field of global management, change management is represented by a diverse group of authors, including: The following authors have contributed to the field of change management: I. Adizes, R. Beckhard, M. Beer, D. Boddy, V. Bridges, D. Gleicher, L. Greiner, D. Dunphy, D. Koen, J. Cotter, H. Kuntz, K. Levin, D. Meyerson, C. O'Donnell, T. Peters, D. Stace, R. Waterman, J. Phillips, J. Hyatt, H. Harrington, and others. The concept of change management in foreign management is interpreted as follows: «the process of minimising resistance to change by involving key players and stakeholders» [6]; «a management style that encourages organisations and individuals to deal effectively with change» [12]; «a systematic approach to solving issues of transition or transformation of goals, processes or technologies of the organisation» [28]; «a structured approach to moving an organisation from its current state to its desired state» [10].

Change management is defined as the ongoing, intentional, and collaborative work of all organisational entities, utilising the latest information and communication technologies and management models, with the aim of facilitating rapid adaptation and transformation in a dynamic environment. The theoretical foundation of change management in the context of business operations is rooted in the classification of changes, the functions and principles of management, mechanisms for motivating teams and addressing resistance, and the technologies for implementing and supporting innovations within organisations. It is evident that the efficacy of any managerial approach is enhanced in an information-rich environment when suitable change management models are employed. These models, which have been developed in the context of foreign management, offer a comprehensive methodology for the implementation of organisational changes. It would be beneficial to consider these models in more detail.

One of the earliest change management models was developed by K. Levin, who described structured or organisational change through a change in the «ice state» through three processes. The first stage is the «thaw» (status quo situation or thaw), which involves maintaining the balance of driving forces. The second stage is the «movement», where the balance of driving forces changes. The third stage is the «freezing» stage, which involves inculcating changes and maintaining new standards [18]. Subsequently, L. Greiner detailed this model and his own, which is based on five stages of growth. He later added a sixth stage to the unique version of his model. Each phase of innovation implementation is characterised by a period of relatively stable growth, which is followed by a crisis phenomenon that necessitates significant organisational changes.

The Kotter model is a unique and original approach to organisational change. The researcher posits that the efficacious implementation of

changes is a protracted and intricate process, contingent upon the enactment of eight stages: the creation of a sense of urgency; the formation of a formidable governing coalition; the establishment of a strategic vision; the promotion of a novel vision; the removal of impediments; the generation of short-term gains; the consolidation of the outcomes of changes; and the reinforcement of changes in organisational culture across all domains [22]. Attempting to circumvent any phase of the process will result in the perception of expeditious change, yet will not yield the anticipated outcome.

In the 1990s, J. Khayat developed the ADKAR model, which is based on an in-depth analysis of both successful and unsuccessful organisational transformations over an extended period of time. The author's research findings indicated that organisational change is contingent upon individual behavioural change. In other words, his management model entails a transformation in employee conduct at the individual level, which is predicated on the following psychological states: awareness (A) refers to the understanding of the necessity for change; desire (D) denotes the willingness to engage in the transformation process; knowledge (K) encompasses the comprehension of the requisite modifications; ability (A) signifies the capacity to implement the requisite alterations; reinforcement (R) represents the provision of support for the changes. The ADKAR model has been demonstrated to yield significant results and organisational success when all employees are encouraged to undergo the requisite individual changes [21].

In the contemporary business environment, the utilisation of cutting-edge technology is a necessity for the execution of routine operations and the enhancement of productivity. The adept utilisation of technical resources by a manager can lead to enhanced workplace productivity, a reduction in operational expenditure and an improvement in communication [32]. Nevertheless, the efficacy of utilising contemporary technologies in a business context is contingent upon the evolution of the information environment.

The term «information environment» is used in a variety of scientific contexts, with different meanings attributed to it in each case. The interpretation of these meanings is dependent on the context in which they are used. In the context of business, the information environment can be defined as a set of individuals, entities, and systems that engage in the collection, processing, distribution, or utilisation of information [17]. Nevertheless, we are persuaded by A. Carter's definition, which posits that the information environment is heterogeneous and global. In this environment, individuals and automated systems observe, orient, make decisions, and act on the basis of data, information, and knowledge [9, p. 3].

Undoubtedly, change management involves the implementation of transformations in the information environment, and therefore in 1995 D. Boyer and K. Christensen proposed a model of breakthrough innovations. Scientists noted that breakthrough innovations are important innovations that lead to the appearance of a product designed for a new group of customers. Importantly, sustaining innovation is usually the introduction of a new technology, while disruptive innovation changes market objectives [28, p.135].

In order to facilitate effective management within the information environment, T. Kamps, v. de Wolf and other researchers have developed a model of the innovation cycle. It is postulated by the scientific community that the innovation process can be divided into three discrete stages: creation and capitalisation. The requisite approach to management differs according to the stage in question. These stages may be defined as follows: creativity, projects and product flow. The model is pertinent to the field of business development in the contemporary context [8].

Management of the innovation cycle is focused not only on obtaining new products in the information environment, but also on such products that would be commercially interesting and could be integrated into the existing information infrastructure. The information environment is characterised by dynamism, undergoing changes in response to technological innovations and shifts in social and political circumstances [16].

The information environment is undergoing a period of significant transformation due to the advent of cutting-edge technologies, which are playing a pivotal role in driving change management processes across a diverse range of organisational types. These technologies are not only designed to facilitate the implementation of changes significantly, but also to ensure effective communication between all management entities and the consumer base. The constant analysis of data and identification of trends in the development of the information space guarantee the provision of support when important decisions are made by the organisation. Change management is carried out in the information environment, taking into account various key aspects: information technologies provide fast and effective communication between all participants of the change process. Tools such as e-mail, chats, video conferencing and collaboration platforms (eg Microsoft Teams, Slack) allow communication and information sharing; the organisation's management systems and databases allow storing and analysing large amounts of information, which helps in decision-making based on available indicators, which makes it possible to assess the current state of the organization and identify trends of change; analytical tools, such as BI (Business Intelligence) systems, help organizations analyze the



effectiveness of changes, monitor key performance indicators (KPIs) and identify problems in the early stages, which allows for timely adjustments of change management strategies; information technologies can allow automating business processes, which reduces the burden on employees and allows them to focus on strategically important tasks, which will contribute to reducing the risk of errors related to the human factor; platforms for online training and electronic training (e-learning) provide the opportunity to train employees for new processes and technologies without leaving the workplace; tools for monitoring and analysis make it possible to involve employees in the process of change, taking into account their opinion, which will contribute to the involvement of the team and reduce their resistance to change; project management software (Trello, Asana, Jira) allows you to plan, control and coordinate change management processes, which ensures transparency and responsibility for the performance of tasks; decision support information systems (DSS) allow managers to analyze various scenarios, assess risks and benefits, which helps to make informed decisions during the implementation of transformations in the organization. Consequently, information technologies support the effectiveness of change management, increase the effectiveness of innovations based on the organization's adaptation to new conditions and today's challenges. However, in the conditions of constant transformations in business society, it is important not only to focus attention on economic and production processes, but also to take into account the needs and values of people, which are the basis of any organization and ensure its development, thus the humanistic approach is becoming more and more in demand.

The term «humanism» comes from the Latin *humanitas*, which means education befitting a civilized person [30, p.83] and according to dictionaries it is interpreted in different ways: as a philosophy that usually rejects the supernatural and emphasizes the dignity and value of man and the ability to self-realize through the mind; an attitude or way of life focused on human interests or values [24]; the doctrine that the duty of people is to promote the well-being of people [30]; the belief that people can achieve happiness and well-being [14]. In essence, the concept of humanization reflects a person as the greatest value of social processes.

A critical examination of the processes occurring within the environment reveals a number of negative factors that are detrimental to the efficiency of business operations. These include discrimination in society, social indifference and inequality, a low level of stress resistance in the population and the development of mental illnesses, environmental problems and disasters, military conflicts, and so forth. The global community is on the brink of a crisis. It is the considered opinion of the

scientific community that the creation of significant global transformations will necessitate the exertion of maximum effort towards the comprehensive development of society. It is insufficient to address social issues at the individual level alone. It is insufficient to address social issues at the individual level. It is incumbent upon leaders of organisations to implement transformational changes in a systematic manner. The contemporary era is characterised by a proliferation of existential crises, and the principal driver of innovation is the manner in which we address the challenges inherent in management and organisational problems. A humanistic approach to management provides a framework that enables conscious engagement with the surrounding environment, facilitating the development of solutions to significant social and environmental challenges.

For centuries, humanism, along with its various concepts and ideas, has influenced the way people think and act in society. In scientific sources, management was considered in a broader context as a discipline that is focused on the effective administration of enterprises and has always been subject to the traditions of cultural thinking [1]. Management can be considered the trajectory of development of humanistic ideas. However, direct references to humanistic aspects in management began to appear only in recent decades.

The initial notable advancements in the evolution of humanistic principles within the domain of management can be traced back to the mid-twentieth century. The first stage was defined by the impact on the motivation and encouragement of employees during the implementation of changes. The second stage, which occurred in the 1980s, concentrated on organisational culture. This entailed a more comprehensive examination of the human condition in evolving circumstances, with a particular emphasis on the impact of culture on conduct and managerial decision-making. Nevertheless, this approach has not yet reached its final stage. At the present time, a third approach to humanistic management is emerging, which perceives the organisation as a genuine community of people [23]. This entails the maintenance of the team's collective unity and the cultivation of human virtues. The humanistic approach to management is designed to achieve a high moral quality of management, the development of human virtues among employees and the creation of effective organisations.

Consequently, the humanistic approach, particularly in the context of change management, shifts the focus from motivation to the development of an effective organisational culture and the creation of a community. This aspiration for personal growth and the acknowledgement of human qualities

serves as the fundamental basis for achieving organisational harmony and the effective functioning of businesses in the information environment.

M. Pearson posits that the integration of humanistic principles into the domain of management will improve the quality of management practices, align them with the public interest, and enhance the potential for the creation of social welfare [27]. In light of the above, we concur with the position advanced by P. Ferris that humanistic management constitutes a philosophy of management that prioritises the interests of the employee in the context of the manager-employee partnership. This approach contributes to the creation of more cohesive and effective organizations, where each team member feels valued, belongs to the community and has the opportunity to develop and improve himself. In world practice, many well-known corporations and companies actively call for the use of a humanistic approach to change management for the effective functioning of business in the information environment:

Patagonia's core business is the production of quality clothing for active recreation. The company's managers demonstrate consistent support for environmental projects and a commitment to corporate social responsibility. They provide their employees with a flexible work schedule, encourage participation in volunteer programmes, and receive positive feedback regarding their corporate culture, which is focused on people and environmental harmony. Patagonia's distinctive business management model is complemented by a distinctive management philosophy and approach to hiring and employee benefits. Managers assert that they seek individuals who not only possess the requisite skills to perform the tasks at hand, but who also exemplify the highest standards of excellence. This approach fosters a culture of intellectual agility and receptivity to novel approaches, enhancing the flexibility of thought and openness to new methods within the organization. They openly advocate for the requisite changes for business survival. Y. Chouinard asserts that values should remain constant, and that all organisations, businesses, governments and religions should be adaptable and sustainable, continuously generating new ideas and methods of activity [13].

Starbucks is one of the companies that develops a corporate culture for people, focusing on the following aspects: the creation of a culture of warmth and belonging to a single whole, where everyone is welcome; the bold creation of ideas, the challenging of the status quo and the finding of new ways to develop the company and each other; the presence and activity of all employees, and the acting transparently, with dignity and respect. The company's values are innovation, quality, convenience, variety and brand. Starbucks offers its employees competitive remuneration, including salaries,

health insurance and opportunities for professional development. Furthermore, Starbucks encourages employee involvement in social projects and volunteer activities [26].

Zappos, known for its WOW approach to customer service, also actively implements humanistic principles in management. The company's management is convinced that corporate values contribute not only to the development of business and the satisfaction of customer needs, but also to the development of the organization from the inside, realizing the idea of community among employees. Zappos managers stimulate the development of such a corporate culture that provides constant support for the emotional comfort of employees and open communication in the organization [3].

The corporate culture of Salesforce is predicated on the values of collaboration, inclusivity, and the well-being of all individuals. Trust is a fundamental aspect of the Salesforce organisational culture, evident in the company's interactions with its employees, customers, partners and communities. By fostering transparency, openness, honesty, and reliability, Salesforce managers are able to effectively implement change and develop a distinctive management system. The objective of Salesforce is to facilitate the rapid success of its customers. This principle is reflected in the desire of the company's managers to gain an understanding of the needs and requests of customers and to strive to satisfy their expectations of product quality as much as possible. Continuous innovation represents the cornerstone of Salesforce's dynamic development and desired results. The company fosters creativity and experimentation, affording employees the chance to develop sophisticated solutions and generate novel ideas that guarantee the company's competitiveness in the market [29].

The Ben & Jerry's ice cream company is distinguished by its humanistic approach to business management and operations. Ben & Jerry's proactively endorses social and environmental initiatives, and also furnishes its employees with conducive working conditions and opportunities for continuous development and self-improvement. The company's social mission is reflected in its implementation of innovations designed to enhance the quality of life at the local, national, and international levels. Managers at Ben & Jerry's consistently disseminate information regarding the company's financial performance to employees, thereby fostering trust and instilling a sense of importance within the team. An innovative information environment is established within the company on the foundation of collaboration and collectively adopted resolutions. An individualised approach to each employee is key to fostering a corporate culture in which all individuals feel valued and in demand. The flexibility of the work organisation for managers, coupled with the provision of

additional rewards and benefits, has a significant impact on employee productivity [2].

Another company that effectively implements a humanistic approach in the management system is Whole Foods Market. The company's goal is to feed people and the planet. Whole Foods Market positions itself in the market as a purpose-driven company that strives to set the standard of excellence for food retailers. Quality in communication is the "state of mind" of Whole Foods Market. The company's managers pay great attention to the emotional and physical health of employees, provide them with flexible work schedules, and create conditions for training and development. Whole Foods Market actively supports local farms and lands, which emphasizes its social activity and responsibility [7].

These companies serve as exemplars of the implementation of a humanistic approach and its integration into the business development strategy of organisations. This approach has been demonstrated to result in increased employee satisfaction, reduced resistance to change, an enhanced brand image and increased profits. The aforementioned examples of the integration of humanisation into the management system are reflected in common key components, namely: the continuous training of employees; the utilisation of a systemic and cultural approach in conditions of change; and the implementation of effective algorithms for the transformation of the organisation.

The training of employees represents a fundamental aspect of human resource management. The humanistic approach to change management entails the continual advancement of the individual, encompassing self-realisation, the cultivation of emotional intelligence and the development of social skills. In order to develop the professional competencies of their employees, companies often select action learning programmes. In the contemporary era, adult education offers a plethora of learning methodologies, encompassing eight distinct approaches: technology-based skills development, simulations, on-the-job training, coaching and mentoring, instructor-led learning, role-playing, film and video, and case studies. In the development of training programmes for employees, it is inadvisable to limit oneself to a single method. Rather, a combination of methods is required to achieve the desired outcome in the context of organisational change.

The objective of employee training programmes is to foster the development of a well-rounded personality capable of navigating the complexities of the modern information environment. This encompasses the ability to interact effectively with colleagues and clients, as well as the capacity to embrace and implement innovative approaches in one's

professional activities. It is our contention that in order for businesses to operate effectively in a dynamic environment characterised by change, managers must implement training programmes that enhance the personal and professional efficiency of each employee. Such programmes should foster effective communication skills and the capacity to work effectively in a team, develop critical thinking and creativity, and promote emotional literacy and self-awareness.

A training programme based on a humanistic approach will facilitate the development of employees as individuals capable of self-realisation and effective interaction in the business environment. By prioritising emotional intelligence, communication and creativity, the company will be able to guarantee sustainable development and an innovative approach to its activities.

A methodical and method-oriented approach. It is our contention that an organisation can be defined as a system created by a person, comprising specific components that function collectively to attain a common objective. These components are mutually dependent and interact to facilitate the exchange of inputs and the production of outputs. The systematic approach is employed by managers for the effective implementation of transformations, given that changes in an organisation are regarded as complex transformations with interconnected elements, the objective being to obtain the desired product or adaptation. This implies that alterations to one component of the system will inevitably impact another. An organisation can be defined as a single system that combines a number of different resources, technologies, structures and processes within the context of the information environment. In order for a business to function effectively, particularly in the context of change, it is crucial for managers to analyse the environment, identifying external and internal factors that may potentially disrupt the business's operations. A systematic approach to implementing changes in the context of humanising management allows for a comprehensive understanding of organisational processes and enhances the probability of expedient outcomes from the changes, as it considers the interrelationships and dynamics of the system.

The cultural approach during the implementation of changes occupies an important place in the theory of modern management, since organizational culture plays a key role during the transformation of business processes in any organisation. It determines the ways of interaction of employees with each other and the perception of their roles in the organisation for the development of business functioning.

If culture, according to M. Heidegger, is the realization of the highest values through the cultivation of the highest human virtues [19], then

organisational culture in the change management system is a set of shared values, moral attitudes, collective beliefs, general norms and patterns of behaviour that creates a unique comfortable socio-psychological environment in the organisation, which helps employees adapt to new conditions of business operation and reduces collective resistance to change. It can be formal or informal and reflects the management style, the way of communication and the general attitude towards working conditions.

A humanistic organisational culture is formed on the basis of principles that determine the peculiarities of communications and the specifics of management decision-making within the organisation. It also determines the unwritten rules that regulate the behaviour of employees. Furthermore, it is displayed through visual elements that represent the company, including dress code, speech features, professional jargon, logo, design and colour scheme of the organisation's premises. Finally, regular practices are developed that contribute to the formation and maintenance of the culture. Nevertheless, modifications to the external environment may necessitate an adjustment to the extant organisational culture. Such a process may entail a revision of the collective values, norms, and rules that underpin the existing organisational culture. The maintenance of a progressive organisational culture that encourages employees to innovate and collaborate closely can facilitate the implementation of changes.

The organisational culture represents the fundamental basis upon which all modifications within the organisation are constructed. An understanding of the features and mechanisms of influence on people enables the effective management of changes and ensures their successful implementation. The implementation of successful change is contingent upon the existence of an organisational culture that is conducive to the introduction of new initiatives and capable of adapting to evolving circumstances.

A cultural approach to the implementation of changes is implemented through the understanding that effective transformations are possible only when they do not contradict the values and habits of the organization's employees, therefore, before implementing changes, it is important to analyze the current state of the organizational culture. This may involve studying organizational values and exploring trends in collective thinking. It is known that effective changes are initiated by managers and supported by employees. However, we are convinced that those changes that are generated by employees in the process of functioning of the organization are the most effective. It is important for all managers to involve their subordinates in the process of change, consider their opinions and value their experience.

Also, it is worth noting that the effectiveness of the implementation of changes depends on the ability of managers to develop and establish communication links in the organization. Open communication about the reasons for implementing changes and their benefits to business operations in an environment of uncertainty is essential. Employees must clearly understand why production technologies or management systems, processes or structures are changing and how this will affect their working conditions and wages.

Those in positions of organisational leadership are expected to exemplify the attitudes and behaviours associated with change. They must demonstrate a commitment to ongoing training and self-development, support the introduction of new values and encourage the evolution of new traditions within the organisational culture of the enterprise. It is important to note that the implementation of changes may often necessitate the acquisition of new skills and knowledge on the part of employees. It is incumbent upon managers to create favourable conditions for the training of employees and provide them with the necessary support so that they can adapt to new business operating conditions in a timely manner.

Change management is closely related to emotional intelligence because leaders must understand the wide range of emotions that employees may experience during transformations in business operations. Emotional intelligence is the basis of leadership in the face of change and allows managers to understand and control their own emotions. This is very important when there are big organizational changes. S. Bissessar noted that in order to implement transformations in the organization, the leader needs such feelings as: self-awareness, which helps leaders understand what makes them react emotionally and how it affects others; self-regulation leads to a calm presence, which is important during changes; motivation keeps leaders focused and driven, especially when the going gets tough; empathy is key in understanding what others feel during change [4].

The implementation of emotional intelligence and effective management strategies has the potential to alter the trajectory of organisational change. Individuals who possess a high level of emotional intelligence are able to effectively guide their team through organisational transformations. Such individuals establish a work environment wherein individuals are able to adapt and provide mutual support. The implementation and maintenance of changes based on a cultural approach is a complex process that may require more time and complex actions on the part of the manager. However, it is a process that leads to more sustainable and significant results, as it takes into account the human factor in the functioning of the business. The effective implementation of changes in



organisations is contingent upon the existence of clearly defined goals and the utilisation of efficacious algorithms that assist managers and employees in attaining the desired outcome and adapting to novel economic conditions within a dynamic environment. The organisation's goals represent the desired outcome of its developmental process. They collectively define the organisation's vision for development, which may include goals such as reducing resource costs, improving product or service quality, enhancing organisational competitiveness, adopting new production technologies, and expanding the client base.

We interpret the change management algorithm in the economic sphere as a set of successive stages of actions, developed on the basis of scientific methods, which allow us to divide one large task into separate parts or a series of interconnected tasks. From our point of view, the lack of a clear algorithm of actions makes it impossible to effectively implement changes, can be destructive and cause the development of a conflict environment in the process of business operation and consumer satisfaction in the market [21].

The change management algorithm represents a structured sequence of actions, which should be considered from five distinct stages. Each stage is implemented through a designated number of corresponding steps. The sequence of steps and their content may be subject to alteration in accordance with the specific management goal, the complexity of the changes in question, the scope of potential risks, and the level of perception and agreement regarding them within the team.

Let us examine each stage of the change algorithm in greater detail. Preparation for changes in any organisation begins with an analysis of the specifics of the information environment and the current state of business process implementation with the possible involvement of an external expert. Carrying out regular monitoring studies and SWOT analysis will allow you to track certain trends and identify weak and strong aspects of business functioning. On the basis of the available research results, the idea of change is formed: the search for those innovations that are needed by all: managers, employees, customers and the production of the final vision of the implemented changes. At this stage, it is important for the manager to discuss future changes at the administrative level in order to involve one-on-one support from all representatives of the management subsystem.

The involvement of employees in organisational change is contingent upon the popularisation of change. This entails familiarising the team with new trends in business and information environment development, establishing a historical record of change, disseminating information about forthcoming changes, and employing PR technologies to emphasise the

necessity and urgency of change. Awareness of changes affects the team's capacity to rethink its activities. This stage is of paramount importance for the implementation of innovations in organisations, as it enables the focus to be shifted towards new trends in the economic sphere and the anchoring of changes at the level of each employee's consciousness. It is crucial for the manager, as an agent of change, to analyse the perception of change and, with the help of monitoring research tools, calculate the number of employees who are ready to join the change process. At this juncture, a change team is constituted, comprising employees endowed with specific powers.

The implementation of changes in the functioning of the business is related to the discussion of the concept of changes, drawing up a plan and choosing tactics for their implementation. A change plan contains a clearly formulated goal, a collective vision for change, objectives, goals, means, tools of change, and a projected description of the end result. Implementation of changes in the economic sphere is impossible without awareness and forecasting of risks, search for ways of influence to level their consequences, assessment of possible losses and threats. At this stage, it is worth implementing risk management mechanisms. It is important to detect and identify possible obstacles in the process of change in time in order to respond to them immediately. At this stage of the algorithm, there is a need to choose a change management model that would reflect the current realities of business functioning.

Correction of changes. The next stage allows you to effectively influence the processes of implementing changes in organisations, if necessary. Virtual implementation of changes makes it possible to predict the results and act proactively: provide employees with appropriate training and scientific information about changes, make adjustments to the organisation's processes, etc. In the process of implementing changes, factors may arise that negatively affect the quality of meeting the needs of the company's employees and customers, in which case the changes should be revised or returned to the beginning of the change management algorithm.

Embedding change. When successfully implemented changes have improved the efficiency of business operations, they become habitual in the daily practice of employees. However, it is important to control the consolidation and track the progress of changes. Changes are cyclical in nature: current qualitative changes influence the implementation of new changes in the future, which determines the development of the organisation and its competitiveness in the market. Institutionalisation of changes is clearly reflected in the history of changes and is based on adaptation

processes carried out by managers of organisations in a dynamic environment.

The use of the proposed algorithm for the implementation of changes in organisations makes it possible to assess the current situation of the information environment and the specifics of business functioning and to rationally plan the activities of the organisation aimed at the transformation of its development. However, it should be noted that the effectiveness of changes depends on the professional application of change management technology, the competence of managers, the quality composition of the team and its readiness for changes, material, technical and financial support, the expansion of the list of customers, etc.

In the modern business world, which is changing rapidly under the influence of new technologies, economic crises, social changes and globalisation, change management is becoming one of the most important skills for organisations. The human aspects of this process are particularly important because the success of any change depends not only on technological or financial factors, but also on the human dimension - the motivation, attitude and readiness of employees to change. It is safe to say that in today's dynamic information environment, change management has become an integral part of the strategic development of organisations. The constant updating of technologies, the globalisation of markets, changes in customer preferences and trends of crises in socio-economic conditions require companies to constantly adapt and be ready for change. In this context, the principles of change management become particularly important, as they provide a structured approach to the implementation of change, minimise employee resistance and contribute to the achievement of strategic goals. Change management covers a wide range of aspects, from human resources management to the implementation of new technologies. In the domestic and foreign sources of modern scientists there is a wide galaxy of principles of change management, which reflect the effective transformation of the organisation in the conditions of changes in the external environment. However, from our point of view, especially in the conditions of martial law, the practice of business functioning and development in the information space proves the necessity of the following principles motivational behaviour (it is important for the manager to emphasise the benefits that the company's employees will receive from the introduction of innovations); tolerant management (positive attitude towards each employee regardless of his or her participation in changes); collective agreement (obligatory general collective agreement, inclusion of stable support of informal leaders of the organisation); predominance of perspective over rationality (changes are primarily aimed at the consumer or

customer and often have a short-term effect, but regular gains in the future can lead to significant business performance results); fairness in the assessment of everyone's contribution (it is important for the head of the organisation to recognise the personal contribution of each teacher to the processes of change in the company); trust in the initiators (the initiators of the changes are responsible for the decisions made regarding the changes, but in the case of a negative result, the manager does not transfer the responsibility for failures to the workforce).

In modern conditions, especially in the context of martial law in our country, the importance of adapting business processes in the information space becomes more and more obvious. Principles such as motivational behaviour, tolerant management, collective agreement, the primacy of perspective over rationality, fairness in assessing everyone's contribution and trust in the initiators of change form the basis for effective change management in the organisation. They not only ensure employee commitment, but also create an atmosphere of support and mutual understanding, which is a critical component in difficult situations. Integrating these principles into the practice of change management not only enables the successful implementation of innovation, but also shapes the sustainability of the organisation, which in turn contributes to its long-term competitiveness and adaptability in the face of constant challenges. The choice of a humanistic approach to change management thus becomes the key to successful business development in conditions of uncertainty.

The system of effective change management also provides for the implementation of mechanisms to encourage and stimulate employees. Motivational mechanisms for implementing change are the most important factors in effective change. They can be both tangible and intangible: flexible working hours, opportunities for professional development, career prospects, work-life balance, additional leave, etc. The identification of these needs can be based on the results of surveys, interviews and open discussions.

Undoubtedly, under conditions of uncertainty, effective communication in the change management process becomes particularly important. It provides transparency of information, creates a platform for active interaction of employees, creates a sense of belonging and responsibility for the expected results. A humanistic approach to change management sees people as the most valuable resource in the organisation. By involving employees in discussions and important decisions, managers optimise the work process and instil in them a sense of their own importance in the organisation, which will contribute to the development of a culture where openness and trust prevail. Therefore, by investing in

effective communication, managers will not only lay the foundations for successful change management, but also for the sustainable development of the organisation as a whole, where each employee feels like an important participant in a large process, which will have a positive impact on the microclimate in the team.

Another important component of change management based on a humanistic approach is team training, because practice shows that the effectiveness of transformations depends on the level of competencies developed by employees. We do not associate the professional development of the team with financial costs, but consider it an important step towards the creation of a culture of professional improvement through mentoring, training, seminars, open dialogues, round tables. Collective learning also has a positive effect on the formation of a team of change agents who will produce their own ideas for change in the future.

In the conditions of transformation, especially in times of uncertainty in social processes, we consider the emotional intelligence of the leader as a basic element of effective implementation of change. Leading people through change requires strong human connection and empathy, especially because people react to change with different emotions, attitudes and actions. Modern leaders must not only understand the nature and causes of their own emotions, but also take into account the emotional aspects of their employees, thus contributing to the development of trust, empathy, tolerance in the team and creating an organisational culture that contributes to the humanisation of the management process and the implementation of changes.

An organisational culture that is based on a collective vision and values facilitates the effective implementation of transformations with minimal employee resistance to change. It is important that the implementation of innovations is supported by members of the entire team, taking into account values and principles. The involvement of all employees in the discussion of future changes will create a sense of responsibility for the results and development of the organization, which will further strengthen the team spirit.

An organisation's culture is shaped by the traditions and experiences of its teams. This makes the history of changes to a company's culture an important factor to consider. Businesses are constantly evolving entities, engaged in a dynamic process of development and change. It is important for leaders to be aware that teams undergoing frequent changes may experience fatigue, lose interest in innovations, and become more cautious about new ideas, as noted by change researchers. It is important to document past experiences in order to gain insight into how to innovate and

avoid repeating mistakes. It is recommended that the history of changes be recorded in the form of an annals, a diary, or an outline of changes. This is an internal document that can be maintained by different teams and subsequently used as a roadmap for transformation or as a set of guidelines. In uncertain conditions, the social responsibility of business has become an essential element of management, as it highlights the significance of ethical considerations in business operations. In addition to financial results, leaders of organisations must consider the impact of their actions on society and the environment when implementing change management strategies. It is crucial to understand that business operations are contingent upon a number of key stakeholders, including employees, customers, suppliers, the broader community, and investors. Consequently, it is essential to align business interests with those of these stakeholders to foster long-term relationships. A socially responsible business is able to develop, seek and attract talent because it is seen as an attractive proposition by potential employees, who prefer organisations that consider the individual as a key figure within the business. In the context of the current economic climate, Ukrainian businesses are facing significant challenges, but also opportunities for transformation. In order to overcome the challenges and threats faced by entrepreneurs, it is essential to demonstrate flexibility, innovation and a willingness to adapt to change. Despite the difficulties, Ukraine has significant potential for business development thanks to its resources, human capital and the desire for European integration. It is crucial for the government to establish a favourable business environment, streamline bureaucratic processes and combat corruption to guarantee a stable and predictable business climate for investors and entrepreneurs.

The implementation of humanistic principles in change management is a key element for the formation of a healthy and effective working environment in the information field. A culture of support, which is created in such a context, stimulates employees to actively participate in transformational processes and significantly increases their motivation for change. It can be argued that a humanistic approach to change management not only improves the atmosphere in the team, but also promotes the involvement of employees in the implementation of innovations. This ensures increased team productivity and creativity, as each team member feels valued and important in the change process. Implementing humanistic aspects in change management is therefore not only a strategic step, but also an important component of the organisation's success in today's dynamic information environment.

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