FEATURES OF MANAGEMENT DURING THE WAR

Abstract. Features of management in wartime are considered. The directions of development of administrative processes in the crisis war period are allocated. Certain changes are planned for management staff. The specifics of the manager's work during the war are highlighted. The main state support of business is determined.

Keywords: management, manager, business, crisis, war.

The main text. War is always a stress and a crisis for the economy. Business stops, budget revenues decrease, unemployment rises. That is why today it is very important to try to keep one's own business above all else. Not so much even for the sake of earnings, but for the support of the country, because it is – funds to the state budget, economic movement, jobs [6].

In modern conditions, in the conditions of war on the territory of Ukraine, managers of different levels had an important and difficult task – to manage in such a way as to achieve success, given the danger of the external environment in which the whole territory of Ukraine is now. After all, in management textbooks, refresher courses, various webinars and trainings, no one taught how to work during the war. Therefore, we will try to identify the main directions of development of management processes in companies during the crisis war.

The first stage is the formation of a plan. Change goals and objectives to suit the context and situation. Reaffirm to team members that the goals and plans they have worked on continue to be important and necessary [4].

The second stage is communication. To do this, you need to set up an internal communication system. Various tools can be used for this purpose, in particular [4]:
THEORY AND PRACTICE OF SCIENCE: KEY ASPECTS

– hold general meetings (online);
– make mailings;
– introduce forms for collecting questions from employees;
– formulate checklists for employees: for example, how to reduce anxiety, how to ensure cyber security, etc.;
– make regular updates on internal portals;
– create a channel in the corporate messenger [4].

When managers openly and proactively share information with employees, offer a clear plan of action and identify priorities for the structural unit and the company as a whole - it creates confidence in the brand of the employer [4].

The third stage is values. Preserve the values not only of the company, but also of Ukrainian values, because the whole country united for a common goal - victory. Workers do their job, overcome difficulties, go beyond what is possible. And they do it all based on values that give them faith in the future: responsibility, integrity, professionalism, teamwork, cooperation and efficiency, effectiveness.

The fourth stage is to unite the team with a common goal. Everyone has their own front. The company should pay attention to the realities in which the country finds itself and help. Provide employees with certain options to which they will respond. This can be a list of foundations that volunteer.

The fifth stage is the security of infrastructure and equipment. War can be absolutely anything, so you need to think in advance about possible alternatives to work in difficult conditions. Alternative Internet, alternative energy sources, special supplies in the office, etc. will come in handy.

The sixth stage is financial security. It is important to inform your employees about the strengths of the business and possible prospects in the payment of wages. Thus, according to two waves of surveys conducted by the European Business Association among EVA member companies in March 2022 [4], 43% of companies have financial reserves for several months, 28% for six months 17% per year or more than 6% report financial reserves companies have already been exhausted, and the losses for the first month of the war are enormous and amount to more than $ 1 million for a third of businesses surveyed by EVA [4]. So, in order to stay afloat,
68% of companies cut costs, 44% resort to debt from customers or partners, 35% relocate businesses, and 13% launch new business lines. Every fourth enterprise, in particular 25% of respondents reorient their business to humanitarian needs, and 13% - to the needs of the army. To continue their business, 23% are looking for clients in foreign markets, and 15% are looking for financing. At the same time, 9% of businesses are forced to reduce staff, and 8% report that they can not keep their business afloat [4].

The seventh stage is to do the current work well. This experience will help your organization become stronger, more resilient and more cohesive. Real leadership must work in a crisis situation. So we advise all leaders to use this moment. Do what you are strong in [4].

The eighth stage – the prospects for labor market development. Communication with universities is something to think about after the war. To have access to those professionals who will be released and they can potentially become candidates for vacant positions. It is already possible to prepare such programs for students. This process from development to approval takes up to six months. Such training is relevant for lawyers, financiers, IT specialists, etc. In turn, on the basis of companies need to think about training and development of employees [4].

The ninth stage is to be in touch. You need to be in touch with the team, even online, but you need to communicate and support colleagues, find out how someone is doing, condition, mood. If necessary, help to find, organize the necessary courses and consultations [4]. You need to be present and communicate. Take into account the context, choose the right topics and channel of communication. Be careful, because incompetent and inadequate communication can harm the team and people. Communication is needed to make people feel connected. In times of war, teams become an important support and source of stability for many people. The general rule is that a complete lack of communication is worse than poor communication. There is an exception to this rule. Sometimes you need to know when to be silent [1].

The European Business Association in partnership with the magazine "Personnel Management" [2] conducted a study of the labor market in Ukraine. The
changes planned for the management staff were identified. The following data was provided: 59% of companies have retained the function completely and managers continue to work. In 8% of companies only those specialists who provide documentary support of labor relations and recruitment continue to work, and others are offered other work, in 8% there is a reduction in the number of HR managers, in 7% of companies there is a redistribution of functions and in 7% of companies, but some employees are temporarily transferred to other positions and perform other tasks, in 6% of companies employees are not fired, continue to receive financial assistance from the company, but not involved in work processes, 5% of companies are looking for temporary work abroad [2].

In addition, the state also supports business in such a difficult time. The state is expanding the program of evacuation of enterprises from the war zone to other regions of Ukraine. You can look for new ways to supply companies from the local market. You need to think about stocks, collaborations with other niches and competitors. Today, some companies have received large enough state defense orders and are working in three shifts only to win. The Ministry of Economy of Ukraine is already helping to stabilize the situation on the Ukrainian market. In particular, with the support of the Ministry of Finance and the project Action. Business company Prozorro. Sales has launched a digital interaction platform to help relocate businesses [5]. Among the timely steps that really help to improve the situation, experts call the program of relocation (relocation to safer areas) of production. For example, 29% of companies members of the American Chamber of Commerce relocated inside Ukraine, 19% - outside it [3].

Thus, the peculiarity of the work of the manager in wartime becomes more psychological support than management. During the war, the external environment becomes a source of danger for the team both physically and informationally. You can not isolate yourself from the environment and completely ignore it. But you can get yourself out of danger in time and stay vigilant to detect danger. Mentally, the manager should try to limit the negative impact of the external environment on themselves and employees. Employees experience fear, confusion and other negative emotions, so the manager should try to reduce the negative impact of the
external environment as much as possible. Speak and comprehend the situation, conduct constructive communication, share positive news, speak scenarios. The manager will give each team member the opportunity to determine where he or she may be most useful in a war. Will be understanding and will appreciate everyone's choice. Try to make the team a support and a source of security in difficult times. The manager must communicate to people that the goals and objectives they are working on continue to be important and necessary. Otherwise, formulate new goals so that they are adequate and take into account the context. The manager here is the provider of meaning. Meaning allows people to organize joint action and achieve results [1].

Conclusions. Having considered the peculiarity of management in wartime, we have identified the main areas that should be considered for success. The peculiarity of the work of a manager in wartime becomes more psychological support than management. In addition, the state supports business and expands the program of evacuation of enterprises from the war zone to other regions of Ukraine. Despite the crisis in the country caused by the war, the government is adapting, moving towards effective results and victory.

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