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## RESILIENT MANAGEMENT AS AN EFFECTIVE MANAGEMENT TOOL FOR TRANSFORMATIONAL CHANGES IN SOCIETY

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Transformational changes are an integral part of the development of any social process. Such changes require the attention of managers who aim to form a high level of resilience in organizations in various spheres of activity. The readiness of the manager to adapt the managed organizational system to transformations and target high results in the conditions of change is the task of modern managers. The organization's development in the state of modifications requires managers to communicate effectively with personnel and the external environment. Economic and educational spheres of activity, which are closely interconnected, ensure an increase in the population's standard of living. This determines the need for research and implementation of the principles of resilient management in organizations in this field of activity in society. The research subject in work is the analysis of the principles of resilient management in the conditions of transformational transformations of the modern Ukrainian economy and education. The article aims to identify the critical characteristics of the formation of the stability of organizations during transformations in the country's social processes. The tasks of the research are to analyze the features of economic and educational transformations in modern social processes of the country; describe the connection between the economy and education and the influence of these elements of social relations on the formation of an educated Ukrainian society; identify the main principles of implementing resilient management in the economic and educational spheres of the country. The article uses a general scientific method of research: system analysis - to analyze the features of economic and educational transformations in Ukraine and to study the principles of forming the stability of organizations in such conditions. The main results of the work are the generalization of theoretical data on transformational changes in the economy and education as a driving force for improving the lives of the population and the identification of the main principles of forming the resilience of organizations in transitional periods. Conclusions: the analyzed materials of foreign and Ukrainian scientists and the revealed principles of the formation of the stability of organizations during transformational changes are relevant for managers who aim for effective work results during transitional social processes in the economy and education.

**Keywords:** transformational changes, economy, education, resilient management

### Research results

Civilizational development in every country is impossible without transformational changes in every sphere of social activity of the population. Transformational changes occur in all spheres of society as an

element of development. The stable development of the economic and educational spheres of the country's social life are essential elements of the country's prosperity as a whole. This is because the economic system of social relations and the population's education level

ensure the implementation of almost all improvement processes in the state. These areas' development results from accepting changes and the ability to adapt to transformations in the state. The desire to improve the standard of living of each person can ensure the formation of a developed society. Improving the level of public welfare of the population is the result of the development of the economic and educational spheres of the country.

The dynamic nature of transformations in general and in the world economy, in particular, requires a confident readiness of society to accept responsibility by every citizen for raising the level of personal life and improving the society to which he belongs.

#### *Economic transformations*

Global development experiences have shown that, the most effective route to economic transformation is industrialization, the core of which is robust manufacturing activities [1]. It is a production activity that provides society with the necessarily finished products and develops economic relations. In market economic relations, the main driving force of production activity is a person - an effective entrepreneur, a manager who aims to develop the competitiveness of the enterprise, and middle management managers who are the connecting link between the implementation of strategic tasks and the solution of tactical functions of the organization, correctly selected personnel.

“...transformation means qualitative transformations or the formation of an economic system of various scales, which allows the transition to a new level of functioning and development of the system, which is carried out consistently and continuously at all levels of the economic system.” [2]. Qualitative transformations in the economy should ensure improvement in this sphere of social relations and positively impact the conditions of society.

Qualitative economic transformations in Ukraine are associated with such a category of social relations as **economic freedom**. Economic freedom is an indicator of the marketability of the economy, that is, a measure of the extent to which the possibility of voluntary activity is available [3]. With a high level of economic freedom in a democratic society, economic transformations will have high results and a high level of efficiency in achieving these results. The market economy involves providing business entities with economic freedom, which is closely combined with economic responsibility [4]. This economic category is based on apparent compliance with the legislation in implementing all relations in the economic sphere of activity.

#### *Educational transformations*

The term “transformation” includes a fundamental, structural, long-term, high-quality overhaul of the *educational system* with the introduction of innovations [5]. The transformations taking place in the educational sphere of activity should ensure the improvement of the

population's education level and awareness. A society with such qualities is the driving force of the state's development.

Transformation of thinking as a goal of educational practices requires placing students own experiences at the center of teaching, and includes sharing knowledge and authority with the students [6]. One of the main tasks of educational transformations is to ensure changes in the thinking of every member of society. Expansion of general and special knowledge, development of critical thinking, formation of civic responsibility, and opportunity to learn throughout life are tasks implemented in the course of educational changes.

#### *Economy and education*

Economic and educational spheres of society are important elements for the development of the state. The economy and education are the basis for the effective existence and functioning of other spheres of social activity. Transformations in the economy and education are necessary and mandatory for these spheres of society's continuous development, improvement, and improvement. Economy and education are closely related to the person.

So, the contribution of education to economic growth is that: it provides the workforce with productive knowledge, contributes to the development of new human knowledge, and stimulates the process of producing new ideas and their implementation [8].

Innovation is a particular category in any transformational process, the result of changes. «... the term innovation may also be used for changes that are new to the local context, even if the contribution to the global knowledge frontier is negligible» [7]. Innovativeness is a sign of development that requires regular transformations in all spheres of society, including the economy and education.

The formation of an innovative society and an innovative economy should be considered through the concept of the “triangle of knowledge,” which integrates the main three components of such a social formation: education, research, and innovation, the development of which will allow solving problems of a technological, educational and mental nature [9]. Therefore, the development and stability of the economy are inextricably linked with the development and innovation in the educational sphere of activity.

The innovativeness of socio-economic development is an essential prerequisite for ensuring its competitiveness and introduction of new production technologies [10]. Such technologies can provide a high production result for organizations, which positively affects the level of social life in the middle of the country and the formation of a developed state at the international level.

Higher education has always been combined with scientific research because they are one of the

main factors of the country's economic development [11]. The interconnectedness and interdependence of the economy and education are undeniable. The transformations in these spheres of activity are necessary for developing the economy and education at the local and state levels.

#### *Resilience*

The resistance of any field of activity to the crisis challenges of today is a necessary property of organizational systems at the current dynamic rate of development of the country's society. Let's consider the features of resilience in the economic and educational spheres of activity. The results of the study are presented in Table 1.

As seen in Table 1, the country's economy and education development depend on resilience to crisis phenomena in these spheres of activity. Increasing the level of resistance to modern challenges in the world and the middle of the state becomes the task of every organization that strives for development and practical activity.

#### *Resilience Management*

On the one hand, transformational processes in the economy and education contribute to developing these spheres of activity. On the other hand, transformations destabilize the state of the economy and education for a certain period until a particular system change is fully integrated.

Resilience Management can also help an organisation to be successful following any crisis by making resilience part of the day-to-day operations and by helping organisations effectively deal with high stress crisis situations [17].

Effective Resilience Management can minimize the negative aspects of transformational processes in organizations. Ensuring a high organizational system resilience is the task of Resilience Management.

Resilient leaders and organizations often live by a set of values and moral principles that foster integrity and strength during times of adversity [18]. In practice, the development of the organization's resilience can be

realized by a manager with the qualities of a leader who can ensure the conditions of stable and practical activity of the organization. High job satisfaction and low employee turnover are critical conditions for achieving and maintaining organizational resilience. (Southwick).

The developed communication ties of the manager with subordinates and partners [19] are the basis for the organization's resilience. Forming a stable team whose members are motivated and aim at achieving effective results in work is the primary tool of a manager who can create a stress-resistant organization. Resilience leadership enhances a work culture that accomplishes mission goals in the face of adversity, uncertainty, and change while fostering the team's well-being [20].

**Conclusions.** A transformational nature characterizes the current state of social processes in Ukraine. Changes are taking place in every sphere of activity of the population. The transformational soul of societal changes actualizes the need to develop the resilience of organizations in the country. Economy and education play a unique role in raising the population's standard of living. These two elements of social life ensure the formation of a developed society striving for a dignified life and education. Modern spheres of society are constantly growing and improving. Such dynamic processes are possible thanks to the transformational changes in every sphere of the country's activity.

Stable economic and educational development of social life is an important element of improving the population's standard of living and forming a modern civilized space. Economy and education are closely related to each other and other social spheres of activity. The development of the economic condition and the increase in the level of education ensure effective action in all spheres of life activity of the population.

The formation of the stability of organizations during transformational processes is the task of effective managers. Increasing the level of resilience and strength in work can be ensured through effective communication of the manager with subordinates and partners. One of the approaches to building a leadership

*Table 1*

**Peculiarities of resilience of economic and educational spheres of society**

Economy	Education
1. Resilience is defined as the ability of an economy to reduce the probability of further deep crises or at least to mitigate the effects of a crisis [12].	1. Components of the resilience index - social development - Education. Education, as measured by the adult literacy rate and school enrolment ratios, is considered to be a good indicator of social development. Education is considered to be strongly positively correlated with social advancement and hence, is indicative of a social fabric which is conducive to economic resilience [13].
2. We conceptualize regional economic resilience as the ability of a region (defined roughly as a metropolitan area) to recover successfully from shocks to its economy that either throw it off its growth path or have the potential to throw it off its growth path but do not actually do so [15].	2. Resilience is turning into a fundamental property of a modern, competitive the global educational space system of higher education in general and higher education institutions in particular [16].
The combination of Economy and Education	
3. The idea of resilience refers to the ability of an entity or system to 'recover form and position elastically' following a disturbance or disruption of some kind. Most uses of the term in regional or urban applications refer to this idea of the ability of a local socio-economic system to recover from a shock or disruption [14].	

system is the network approach when the leader and the team form a network based on competencies, not differences in power. The exchange of competencies and quick response is the key to developing organizational resilience.

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## РЕЗИЛЬЄНТНИЙ МЕНЕДЖМЕНТ ЯК ЕФЕКТИВНИЙ ІНСТРУМЕНТ УПРАВЛІННЯ ПРИ ТРАНСФОРМАЦІЙНИХ ЗМІНАХ В СУСПІЛЬСТВІ

Трансформаційні зміни є невід'ємною частиною розвитку будь-якого суспільного процесу. Такі зміни потребують уваги з боку менеджерів, які націлені формування високого рівня резильєнтності організацій різних сфер діяльності. Готовність управлінця адаптувати керовану організаційну систему до трансформацій та націленість на високі результати в умовах змін є завданням сучасних менеджерів. Розвиток організації в умовах трансформацій потребує від керівників вміння результативно комунікувати з персоналом та зовнішнім середовищем. Економічна та освітня сфери діяльності, які тісно взаємопов'язані між собою, забезпечують підвищення рівня життя населення. Саме це обумовлює необхідність дослідження та впровадження принципів резильєнтного менеджменту в організаціях цього напрямку діяльності в суспільстві. Предметом дослідження в роботі є аналіз принципів резильєнтного менеджменту в умовах трансформаційних перетворень сучасної української економіки і освіти. Мета статті полягає у виявленні ключових характеристик формування стійкості організацій при трансформаціях в суспільних процесах країни. Завданнями дослідження є проаналізувати особливості економічних та освітніх трансформацій в сучасних суспільних процесах країни; описати зв'язок між економікою та освітою та вплив цих елементів суспільних відносин на формування освіченого українського суспільства; виявити основні принципи реалізації резильєнтного менеджменту в економічній та освітній сферах діяльності країни. В статті використовується загальнонауковий метод досліджень: системний аналіз – для аналізу особливостей економічних і освітніх трансформацій в Україні та вивчення принципів формування стійкості організацій в таких умовах. Основними результатами роботи є узагальнення теоретичних даних з питань трансформаційних змін в економіці та освіті як рушійної сили для покращення життя населення та виявлення основних принципів формування резильєнтності організацій в перехідні періоди. Висновки: проаналізовані матеріали зарубіжних і українських науковців та виявлені принципи формування стійкості організації при трансформаційних змінах актуально використовувати менеджерам, які націлені на ефективний результат роботи при перехідних суспільних процесах в економіці та освіті.

**Ключові слова:** трансформаційні зміни, економіка, освіта, резильєнтний менеджмент

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