

The instruments of evaluating the intensity of opposition to changes in an organization

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Abstract. When analyzing the reasons of the previous programs' failure, we usually focus on the following questions: timeliness of the program results obtaining, keeping to the budget frames, and the results compliance with the quality parameters specified. In other cases, the analysis confirms that the program and the team's activity have been successfully finished, the payments to suppliers completed and the interested persons and users quite satisfied. It is much less frequently when the question of selecting the most pertinent area of changes is raised, as well as the question of readiness of the organization for the changes to occur due to the implementation of the program. The process of introducing a program, that assure changes, into organization activities is the subject of this article. The objectives: development of an instrument for analyzing the possibility of implementation of changes into the work of an organization and for evaluating the intensity of resistance to changes. The task is to analyze factors having an impact on the results and possibility of introducing changes within an organization, to consider and to ground the main problems and the sources of resistance to the changes. In our research, we used such methods as logical summarizing, analysis and synthesis, structural analysis. The results: a model of calculating the resistance to changes has been developed. This model takes account of the program implementation intensity and allows determining the total level of resistance to changes after successful completion of the program. The research showed that the total level can be both high and low, as the organization personnel, especially its top management, may not recognize the need for changes, or may strive for achieving stability of the company situation. In the course of the research, the basic features of the changes introducing programs have been defined and the basic problems appearing at an organization presented, particularly, those relating to its personnel. The problems have been classified as relating to the organization top management and directly relating to the team working on the program. Conclusions: the instruments for analyzing the implementation of the program of changes or transformations within an organization have been obtained. The results achieved in the research bring the statement that if the resistance to changes is stronger than the organizational potential of a company, any benefits from the implementation of the program are leveled down. Therefore, the reduction of the

general resistance to changes within an organization is needed first, and only after this, any programs and projects can be implemented.

Keywords: changes, resistance to changes, programs management, changes management, program top management, program team.

INTRODUCTION

Out-of-date models of forecasting under conditions of the varying economic situation and ambiguous measures of the world regulators are already not able to provide the economists, analysts, and experts with the exact prototype of the situation. This hampers heavily with a building of an efficient social and economic policy. The point is that under contemporary conditions, no one needs forecasts not supported by results of experiments, which brought to significant reorganizations of the forecasting segment in recent years. However, the basic methods remained unchanged. Obsolescence of the basic economic models became especially evident after the crisis of 2008, which confirmed that companies and states were not ready to challenges and problems when they were not forecasted at all or when any warnings were ignored. Mutual integration of branches of science, economy, industry and a huge number of "dead zones" that remained beyond the attention of analysts in their forecasts requires a new approach.

Particularly, it can be seen on the example of such modern branch as project and program management. When analyzing the reasons for the previous programs' failure, we usually check the timeliness of obtaining the program results, adherence to the budget frames set and compliance of the results with the quality parameters declared. Such analysis provides the possibility to confirm the success of the program fulfillment, to highly appreciate the completion of the team's activities and to finish the processes of payments with customers. This is the way to certify satisfaction of all the interested project participants with its implementation. The problem of determining the area of changes and the readiness of the organization for the changes to occur due to the program implementation does not appear so often.

ANALYSIS OF RECENT RESEARCHES AND PUBLICATIONS

The following scientific approaches in the field of project and program management should be mentioned as representing the fundamental ones: systemic and program-oriented approach (V. M. Glushkov, B. Z. Milner, R. S. Pospelov, A. Irikov, D. Cleland and others); complicated system management theory (Y. A. Druzhinin, M. D. Mesarovich, I. Takakura, N. N. Moiseev, Y. B. Germeyer, V. L. Volkovich, V. S. Mikhailovich), classical project management theory based on the PMBOK standard (V. I. Voropaev, S. D. Bushuev, N. S. Bushueva, A. I. Belokon, V. A. Rach, R. B. Tyan, V. D. Shapiro, I. I. Mazur, B. A. Demidov and others); the system of knowledge on company innovative project and program management - P2M (S. D. Bushuev, N. S. Bushueva, Khiroshi Tanaka, Shigenobu Okhara) [1-19].

The basic principle of the program-oriented and goal-oriented approach is goal-to-means planning [4, 17]. The approach provides for a complex and systemic solution of problems with account taken of all essential factors, links, and restrictions, and allows of responsibility of all actors for achieving the goal set forth.

The complexity and variety of problems and systemic situations appearing in the system of an organization requires the development of formal procedures of organization and management. For this purpose, we need to distinguish the objective (objectives) of the project on the initial stage according to the program-oriented and goal-oriented approach. Achievement of the desired result is based on the hierarchy of objectives, the basic methods, and structure of which are described in works [5, 20, 21].

The theory of innovative company project and program management was proposed in 2009 [22]. The methods and models of innovative company project and program management were systemized by such authors as S. D. Bushuev, N. S. Bushueva and Khiroshi Tanaka who formed the new qualitative vision adapted to the conditions of the Ukrainian technology clusters development [11, 18]. The positive characteristic of this scientific approach also includes, without any doubt, the mechanisms, proposed by researchers, of helping companies in the development and wide application of innovations in their manufacturing activities forming the base of this approach.

OBJECTIVES

Traditional approaches to program and project management are currently used as before by many organizations for management and implementation of changes. However, our opinion is that such methods lose their efficiency as the character of changes and problems requiring solution becomes more complicated. There are three trends determining the need for the implementation of new approaches to changes within an organization. First, the changes in organization become ever more complicated and interrelated. Second, the implementation of actual advantages for the business provides for cross-functional and interdisciplinary coordination of changes.

As a rule, this is a transformation of processes, systems, structures and often cooperation with third persons acting as suppliers and partners. And third, the existing organizational structures, processes, and systems do not support such activities. That is why a new instrument of managing programs of changes in the organization must be developed, that would meet the challenge from all the three trends. Development of this very instrument is the matter this article deals with.

STATEMENT OF BASIC MATERIAL

It becomes ever more evident that using traditional methods of changes response and management does not bring expected results any more, and in certain cases, even creates some new problems. The authors' opinion is that this is caused by two problems:

The first problem is the difference of independent changes from dependent ones. Originally, requirements to changes (as well as the effect of these very changes) were just restricted to solving problems of a separate functional department or sector of business. Now we can observe ever more frequently the presence of strong systemic interrelations between the most important initiatives aimed at implementation of changes at a certain organization. There are no problems that can be solved separately, and "pointed solutions" are most frequently related to rising losses and side effects appearing beyond of direct effect of any separately taken problem. We can see ever more frequently that changes do not just determine the circle of interaction between people, processes, technologies, departments and geographically remote branches of one organization, but also expand its borders, due to involving suppliers, customers, strategic partners, and other third persons.

The second cause is the main concerns of an organization against initiatives aimed at the implementation of changes. In the last century, top managers paid their attention first to the management of the company. Any projects or initiatives were often considered to be of minor importance and therefore, management of them was only paid attention to when there was time for that. On the markets that can be characterized by high stability, top managers mainly directed their efforts on meeting the needs of manufacture. However, under the conditions of modern quickly varying markets and intensely competitive environment, the outreach, scale, and characteristics of changes become more significant. It means that the degree of efforts made for implementation of these initiatives is essentially growing. Unfortunately, the major part of existing organizational structures is oriented to "traditional management of business" and not to the implementation of unique initiatives related to the realization of transformations. Strategic initiatives aimed at implementation of changes cannot be managed just by widening the current scope of project management activities. The need for developing a new approach became topical.

The model given below can serve as one of the prototypes of a new approach. It can help at least to fight the second problem.

For studying the programs of changes and transformations in the organization, the authors have modified the model the basis of which is described in [11, 23], which looks like:

$$I = U/R, \quad (1)$$

$$R = f_r(R_b, V, F, E) \quad (2)$$

where I is an intensity (integrated flow of resources) of program implementation; U is an organizational potential of the company; R is the total level of resistance to changes implemented by the program (similar to electric resistance); R_b is the basic resistance to changes in organization (can correspond to the level of technological maturity of the company); V is a general characteristics of the desired future; F is an uncertainty of program implementation at its starting point; E is the total level of resistance to changes implemented by the program from interested persons (stakeholders) [24, 25].

$$E = \left\langle E^b / E^0 \right\rangle, \quad (3)$$

where E^b is the total resistance to changes of stakeholders inside the organization; E^0 is the total resistance to changes of outside stakeholders.

In this case, the driving forces are calculated by the formula:

$$U = \sum (a_j \cdot u_j) / J, j = \overline{1, J}, \quad (4)$$

where a_j is a weight factors of driving forces; u_j is the driving forces rating – (0, 1).

The rating of the total resistance is obtained as follows:

$$R_b = (\sum (b_l \cdot r_l) / L + \sum (b_k \cdot r_k) / K), l = \overline{1, L}, k = \overline{1, K} \quad (5)$$

where b_l is a weight factors of internal resistances; r_l is a ratings of internal resistances – (0,1); b_k is a weight factors of external resistances; r_k is a ratings of external resistances – (0,1).

The organization prototype characteristics ratio after implementation of changes is formed as follows:

$$V = g_1 / \log(t \cdot g_2), \quad (6)$$

where gn_1 is a weight factor of the organization prototype uncertainty after implementation of changes; g_2 is a factor of the prototype characteristics precising speed; t - program implementation period.

The program implementation uncertainty ratio at the starting point looks as follows:

$$F = n_1 / \log(t \cdot n_2), \quad (7)$$

where n_1 is a weight factor of total uncertainty of the program start; n_2 is a factor of the program start characteristics, precising speed; t is the program implementation period.

The given model of calculating the total resistance to implementation of the program of changes or transformations with account taken of the program implementation intensity and its successful completion technology allows determining the total level of resistance to changes that can be both high and low, because the personnel of the organization, and especially its top management, can be satisfied with the current situation of the company.

Thus we have obtained the starting instrument of analyzing the implementation of the program of changes or transformations at an organization, i.e. if the resistance to changes is higher than the organizational potential of the company, we cannot talk about any benefits from the program implementation. Therefore, we have first to reduce the total level of resistance to changes in organization, and only after that, we can start to implement any programs and projects.

Let us analyze in more detail those factors that can contribute to improving the internal resistance in the organization from the point of view of the features of programs of changes.

However, prior to determining the criteria of readiness of the top management and of the team to implement the program of changes, we determine the main characteristics of the program of changes:

- The program can be permanent and not be finished until it is decided to finish it or until the program goes out of its pertinence;

- The program will be developed as new information is obtained. We have to be ready for the situation when determining the basic results and improving the plans is a common practice.

- Programs are always more complicated than projects and can result in several different consequences each of which should be individually appreciated. However, the total value of the results of the program of changes is always much higher than the sum of values of the program results taken separately.

Having provided the features of the program of changes, we analyze the main problems related to the organization personnel. We classify the problems as related:

- to the organization top management,
- directly to the team working on the implementation of the program.

The problems of the top management:

1. The top management of organizations is normally formed based on functional roles and responsibilities aimed at managing the current operations, and not on the realization of unique complex initiatives.

2. The style and skills of management suitable for the top management for managing current operations are actually rather often not suitable for managing complex initiatives related to changes introduction;

3. Responsibility for success or failure of initiatives at an organization is usually assumed by managers of a medium level. This results in noncorrespondence between the accountability and the authorities required for fulfilling the tasks set.

4. Lack of responsibility and accountability may result in a collapse of initiatives when the interested persons on the top level do not come to agreement and try to make an impact on the program implementation not being liable for its success at all.

The problems of the team working on the program

1. Potential members of the team are not always ready to leave the common pattern of their career and refuse to use the planned opportunities of growth within the linear functions for the purpose of trying themselves as a participant of a project/program associated, according to the common opinion, with a rather serious personal risk and restricted possibilities of the career growth.

2. If the team members are occupied with fulfilling their direct functional duties within the current activities of the organization, the loyalty of individuals will be primarily directed to the common organization of work, they are hardly ready to allocate their most precious resources for the work on projects or programs.

3. Team members having experience of performing operating functions often think the conditions of working

on a project or a program to be uncomfortable and problematic for them and do not feel satisfaction as from their common daily activities. Therefore, even the most talented employees may become demotivated.

4. The success of projects and programs often depends on the unique skills of the team members. The inability to determine this at the stage of planning and developing the initiatives realization schedule results in the formation of projects and programs the need for resources of which cannot be met.

To resolve the problems mentioned above, the authors propose to use the following instruments and methods (Table 1 "Program control and management" and Table 2 "Team creation and development")

To summarize the data given in the table, we can arrive at the following conclusions:

- the roles of the top managers participating in the control and support of decision making should be clearly determined.
- such appropriate management bodies should be created as the organizational committee, the project commission, the commission on control over program changes. These bodies may differ from the existing organizational structures and their relationship should be clearly determined.

Let us analyze these organizational structures in more detail.

Table 1. Program control and management

Methods and instruments	Comments/advantages
<p>Management organization assessment Study of the organization management structure and assessment of how this structure fits for managing successful programs, as well as for control of current activities The best way is to use methods built on the basis of the model of technological maturity of the company and described in several works [17, 26]</p>	<p>Determines the balance between the work on the program and the current activities, between the first-priority responsibility and concentration of the management's attention. May result in the reorganization of the executive management for ensuring strong leadership and purposeful management of important programs.</p>
<p>The management responsibility assignment matrix Determines certain types of functional responsibility and accountability on program management activities</p>	<p>Clear definition of roles and branches of responsibility allows the team implementing the program to detect the needs and to ask for support from the management for faster decision making or elimination of the problems</p>
<p>Holding a master class with the program support group Development of programs and formulation of objectives, tasks, and expectations from program implementation. The procedure of carrying out the master class is given in publication [27]</p>	<p>Clear definition of requirements of interested persons contributes to the general understanding by the team of what is to be done for success and what this success consists in.</p>
<p>Management training and development For supporting the program implementation, an appropriate training is carried out for managers to make them better understand the type of the future program with the associated risks, to know the problems and requirements that the team may have.</p>	<p>Helps to achieve some level of mutual understanding with the management as regards the character of uncertainty and risks under control, as well as of features of the information and problems which might become the program implementation result. It may also contribute to a deeper understanding of those activities where such management methods would be more efficient that differ from typical daily management.</p>

The organizational committee

The committee normally incorporating the person providing assistance to a project or to a program, as well as other executive managers interested in achieving the success of a project or a program. The role of the organizational committee consists of control over initiatives realization. If problems appear, this committee acts as a deciding body. The organizational committee should assess the risk management as regards the risk related to the program and approve the risk response strategy, from the strategic point of view. It should also bear the responsibility for the introduction of changes into the program or project budget, and for using the funds allocated for the case of unexpected circumstances.

A successfully operating organizational committee has the following characteristic features:

- it includes persons interested under their functional duties in the program implementation and authorized to take decisions and to fulfill tasks;
- the committee has to consider the program in the context of more general strategic problems;
- it is responsible for the decisions it takes.

The project commission

Within the boundaries of programs that can be characterized by their permanent attention to technical aspects of the produce, the project commission is a body responsible for approval and applicability of the product design. This group provides the guarantee that the project solution fully meets the needs and purposes of the

organization and is the basic functional unit that has to assure the quality and carry out the control.

The commission on control over changes in programs

If a project is of a complicated type, joint requests for the introduction of changes cannot be obvious enough from the program managers' point of view. Members of the commission on control over changes in programs are those who have knowledge of technical aspects of the product sold by the organization, as well as of technology processes and methods, and also of existing risks. The role of this group consists of evaluating the effect of changes from the position of expenses, schedule and, which is the most important, the risk. Efficient work of this commission requires authorities allowing it to say "yes" or "no" for approval of certain changes.

Traditionally, the project commission and the commission on control over changes in programs along with the program manager shall report to the organizational committee

Based on the data given in the table, we can see that the creation of highly efficient teams working on programs and project requires support consisting of the relevant human resources control policy: this is selection of personnel, training, activities results management, patterns of reward payment and career growth for those who work on projects and programs.

Another factor that may have an effect on the increase in the value of resistance to changes is represented by these changes themselves.

Table 2. Creation and development of the program implementation team

Methods and instruments	Comments/advantages
<i>Starting meeting</i> Master classes intended for mobilization of the team and for its prompt getting familiar with the task set. Key points: working models, objectives and tasks, context and experience. The instruments are described in publications [17, 28]	Familiarization with the program becomes a memorable event for the team members, contributes to the general understanding of the context, methods, vision, and objectives of the program.
<i>The team articles (charter)</i> The document is created by the team working on the program and determines the principles of collective interaction, as well as the policy of working with personnel. It is often created in the format of a master class during the starting meeting or in the period nearly matching the time of its holding, is a regulatory set of documents for the team. For more detailed consideration see article [27]	Issuance of the articles allows the team to create a number of constructive principles and models of behavior that together create the keystone of collective culture contributing to mutual respect, mutual support, joint work and achievement of results.
<i>The team skills matrix</i> Complete visual representation of the team working on the program with the skills this team should have mastered [16]	Allows the top management to compare requirements to the roles with the actual skills of the team and to detect the need for training or alternative provision of resources
<i>Final meetings of the team</i> Regular measures carried out under the schedule and used by the team for evaluating its own activities, analyzing the experience obtained and sharing the latest information on the program implementation [29].	Contributes to the presence of the team's joint vision of the program and understanding its own role by the team members in a wide context of the program implementation. Moreover, it strengthens the fighting spirit, the moral condition, and culture of the team.
<i>The assessment of the team activities results</i> The officially recognized process within the boundaries of which the team sets the tasks. The program fulfillment results are assessed according to the objectives assigned.	Ensures sustainable control over the career growth for separate persons working on the program within the team. It provides also the mechanism of fair distribution of reward and recognition of merits.

Sometimes, for more simple calculation, we can use the following driving forces calculation formula instead of formula (4):

$$U = C_h/M \longrightarrow \max \quad (8)$$

where C_h is a readiness of an organization to changes; M is a scale of changes.

That is, the higher the level of readiness of the organization to changes, the bigger the driving forces, and accordingly, the bigger the scale of changes, the more efforts should be made to implement a program.

Let us analyze in more detail the notion of the scale of changes and of readiness of an organization to changes.

The scale of planned changes is as follows:

- the number of interested persons participating in the changes implementation;
- the impact on the main areas of competence;
- the time frames of changes realization;
- the number of people being under the impact of the changes;
- the degree of necessary behavior transformations;
- the number of transformation occurring at the same time in processes, technologies and skills.

The readiness of an organization for changes:

- support from persons taking decisions;
- the degree of consent within the top management (management consensus);
- realizing the need for changes by persons getting under their impact;

- history of (successful/unsuccessful) implementation of changes in the past;
- the need for transformation of the company culture;
- resources allocated for the changes implementation.

For better understanding the notion of readiness of an organization to changes, we need to understand another three basic components: the infrastructure of information sharing, the infrastructure of the program itself and the structure of providing the program with resources.

The information sharing infrastructure. Determines mechanisms of required sharing of information. Here included are the processes of determining the schedule of reporting and its periodicity, creating the schedule of meetings, attendance requirements, key dates of the program review. We may also need informational support of separate working groups.

Thus, efficient sharing the information on the program status – is contacting necessary people at the necessary time in order to secure their support and active participation (employees adhering to transformations or the top management that will take the key decisions) [30, 31]. It is necessary to clarify the priorities as to the introduction of changes for the people having an effect on the program implementation processes, and to efficiently interact with them, to involve them to the participation in any manner. Moreover, we need to develop mechanisms of information dissemination required for this very program, as using traditional instruments of “making business” is not efficient enough, because in most cases, this very approach is typical for current management of processes and results in risky events.

Table 3. The information sharing infrastructure

Methods and instruments	Grounding/advantages
Schedule of meetings. The schedule of holding meetings reflecting the periodicity, the objective and the audience of meetings planned	Provides for the creation of an ordered procedure of holding meetings and of attendance of the audience the composition of which corresponds to the meeting objective. It always includes current review meetings, review face-to-face meetings, leading group meetings and meetings for sharing the project or program information. Furthermore, it ensures transparency and management of disputes related to meetings on different projects within one program.
Patterns of meeting results and subsequent procedures. The format and the process ensuring the appropriate registration and subsequent execution of decisions, questions and actions approved as a result of meetings held.	Provides for registration of discussions, taking proper measures and their management till the moment of their completion.
Patterns of reports. A number of patterns for registration of the project and subprojects status	Guarantees availability of the permanent format of providing data and information on the project status within a program.
Information bulletins on the program status. Are an informative and informal feature for sharing information among the team members working on the program.	Strengthen the community of the program participants, deepen the team spirit and improve the team culture
Email and other tools for up-to-date working based on web technology. Using technologies for sharing and dissemination of information	Using various information sharing channels allows taking account of various styles of perception and quick and efficient sharing the information within the geographically scattered team.

It is important to mention that the program status information sharing is not just sending informative messages, but also receiving and using ideas and experience existing outside the team working on the program, and the future use of feedback communication for the program improvement.

Efficient sharing the program implementation status information makes the basis of the model of its management and has a huge number of points of crossing with it, particularly with the program architecture, the diagram of transformations and the project management processes. This is the key possibility to be developed and contributing to the increase of the organization flexibility to changes.

The use of this very technology of sharing the information as the program of changes is implemented brings an important advantage to an enterprise on the modern market. Development and application of this technology helps the enterprise not only to achieve the objectives of the program implementation but also to contribute to the realization of long-term and viable transformations. Moreover, the assurance of efficient information sharing is one of the characteristic features of highly productive teams working on the program implementation. Such teams can personally represent a competitive advantage of a company.

The program infrastructure. Implementation of a program is ensured by forming an appropriate physical and technological infrastructure. The infrastructure includes office premises, means of access to information and technology, meeting holding rooms, etc.

Traditionally, the Program Management Department (PMD) has the following functions of supporting the activities aimed at the implementation of programs and projects:

- providing for administrative support to projects;
- developing project management standards, tools, and patterns to be later used in projects implemented within a single program;
- ensuring coordination of planning, determining priorities and allocation of resources among many projects;
- assisting in sharing information among the teams working on programs and projects, as well as among other interested persons not being members of these teams;
- applying standards and processes of permanent control which ensures transparency and compatibility of various projects and programs;
- providing software, tools, and patterns for ensuring reasonable and consistent work of the project teams.
- responsibility for project management resources and assignment of project managers;
- assurance of quality control, the arrangement of controls and audits of projects;
- creation of project budgets and regulation of access to the most important resources.

Table 4. The program infrastructure

Methods and instruments	Grounding/advantages
<p>Office premises Organization of an office premise (office premises) for work on the program implementation. The key point to be taken into account is the accommodation of teams. Joint accommodation is always preferable but not always possible.</p>	<p>The working environment promotes productivity and moral spirit strengthening. Unsatisfactory working atmosphere or lack thereof brings unsatisfactory results or no results. Careful settlement of questions related to joint accommodation of the team members with account taken of personal preferences and needs of each participant shall also contribute to the strengthening of moral spirit and increase of productivity.</p>
<p>Technical infrastructure Providing computers, access to communication facilities, servers and passwords, technical support and assistance. And, the most important, the appropriate software.</p>	<p>The major part of programs is realized with the active use of information technology. Provision of proper access to this technology for the team members improves the efficiency of task fulfillment. Lack of such access hampers the doing of the job</p>
<p>Administrative resources of the program management department Administrative resources and processes required for administrative assistance to the project, namely: keeping diaries, developing schedules of meetings, booking hotel rooms, arrangement of business trips, preparing documents, making time sheets, arrangement of access control and normative compliance, plans renewal, keeping registers of risks, problems and program changes, issuance of information bulletins, holding presentations, etc.</p>	<p>Provision of necessary administrative support to projects allows the main team members to focus on the project implementation only</p>

In most cases, the first PMD were auxiliary and administrative bodies. But under contemporary conditions, PMD have authorities of direct project management ever more frequently and the functional duties mentioned above are supplemented with new ones:

The PMD scope of activities, or functional duties, traditionally correspond to one of the two models:

- PMD for certain program. Most PMDs are created for supporting one particular program. The scope of activities of such PMD covers all projects within this program and does not include projects not relating to it. PMD exists with the existence of the program. This can be a rather long period but such PMD very seldom becomes a permanent functional unit.

- PMD for certain subject: the determined functional departments of an enterprise often create PMD for the realization of advantages of coordinated program management for all the projects used within this scope of the enterprise activities. Such departments normally execute activities aimed at the implementation of projects. For instance, PMDs are rather widely common at departments of information technology. These departments belong to permanent structures the scope of activities of which covers many different projects.

The success the modern PMDs have reached today should not be overestimated. It is not that long ago, they were insignificant and projects were solely implemented by functional units of a company similar to information technology departments. Increasing requirements to project implementation speed and to ratings of success to be met by these functional units contributed to evolutional development of the PMD concept.

It is to be emphasized as well that modern PMDs exist for support either of certain temporary programs or of determined functional departments working on projects implementation. In both cases, investing in PMD creation is a tactical investment necessary for the achievement of a number of results. In neither case, the need for supporting sustainable strategic development is the reason for PMD creation.

It is necessary to develop the process of resources allocation for the whole organization. It has to be transparent to assure an efficient supply of resources – people having critically important skills for working on projects and programs.

We have considered five factors to be taken into account when analyzing and developing both the respective programs` architecture and for evaluation of the current status of the level of resistance to changes at an organization.

CONCLUSIONS

The work provides the model of evaluating the general intensity of resistance to changes at an organization. From the given model of calculating the total resistance to the program of changes or transformations with account taken of the program implementation intensity and its successful completion, we can define the total level of resistance to changes that can fluctuate, as the organization personnel, and especially its top management, is satisfied with status of the company development.

Table 5. The program provision with resources

Methods and instruments	Grounding/advantages
Making the project fulfillment schedule. he schedule making mechanism, he involvement of people for working on particular projects implementation within programs, using the team profile competencies and determining roles of the project participants for ensuring of the balance between the needs and the resources.	Projects within a program constantly compete with each other for resources. In the same way, programs implemented within one organization also frequently compete with each other for resources also allocated to other programs and to current activities. The schedule making function allows reaching the balance between the needs for resources and meeting these needs, as well as determining the needs for additional training or obtaining additional skills.
Selection of personnel. The mechanism of obtaining competencies from sources external relative to the program or to the organization and their permanent replenishment. May include the relationship with suppliers-contractors and consulting agencies [32].	The program provides for the possibility of provision with resources and particular skills as necessary for the efficient continuation of working on the program implementation. Accelerated mechanism of getting resources keeps the program implementation processes permanently running and avoids delays due to lack of necessary resources.
Activities results evaluation. The instrument of human resources management contributing to the determination of objectives, development of the plan to be used for evaluation of results of activities of the certain participant, and regular controls to be carried out. [33, 34]	Provides regular “backup communication” as to results of activities of certain employees as regards fulfillment of the tasks set, and contributes to efficient management and development of a system of personnel skills according to the company needs.
Roles and scopes of responsibility. Documentation containing a description of executed roles, respective scopes of responsibility and levels of accountability.	Guarantees that the team working on the program possesses an approved reference source to comply with its requirements in the distribution of roles and scopes of responsibility of its members working on a program or on projects.

We have also considered one of the main reasons for high resistance to changes related to lack of efficient management and team working because these very scopes of activities at organizations are rather often not sufficiently developed. Very little time is taken and few efforts are made for efficient support of programs. For resolving these problems, the authors have proposed the list of instruments and measures (Tables 1-5).

Thus, we have proposed the instrument of analyzing the processes of implementation of the program of changes or transformations at an organization, we defined that if the resistance to changes is higher than the organizational potential of the company, it is not reasonable to implement the program of changes. The results of the research showed that programs and projects have to be implemented only after the reduction of the total resistance to changes.

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