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MODERN ENTERPRISE MANAGEMENT APPROACHES

The article proposes practical recommendations and a transfer process which includes taking measures for the transfer from the traditional model of work organization to the remote model in order to reduce risks, increase productivity, increase the flow of potential candidates without reference to a particular territory, establish a single transparent and convenient information space, adapted to possible changes (including changes in the structure of employees), which are inevitable in the lifecycle of the enterprise especially in the modern world. The practical value lies in substantiation of feasibility of implementation of the proposed recommendations, allows not only to stay in the market, but also to save money, improve financial condition of the company and increase its operational flexibility in modern and challenging conditions not only for each enterprise but also for the country as a whole.

Keywords: *enterprise, management, distance working, risks, environment, system, outcome.*

СУЧАСНІ ПІДХОДИ ДО УПРАВЛІННЯ ПІДПРИЄМСТВОМ

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У статті запропоновано практичні рекомендації та процес переходу, що передбачає вживання заходів для переходу зі звичайної моделі організації праці на дистанційну з метою зниження ризиків, підвищення продуктивності праці, розширення потоку потенційних кандидатів без прив'язки до певної території, налагодження єдиного прозорого та зручного інформаційного простору, пристосованого до можливих змін (у тому числі змін складу працівників), що є неминучими протягом усієї життєдіяльності підприємства, особливо в сучасних умовах. Практична цінність полягає в обґрунтуванні доцільності впровадження запропонованих рекомендацій, що дає змогу не лише залишитися на ринку, а й зекономити кошти, поліпшити матеріальний стан компанії та підвищити її оперативну гнучкість у сучасних і складних умовах не тільки для кожного підприємства, а й для країни взагалі. Поняття «дистанційна робота» відносно нове на підприємствах України, і необхідно чимало часу для того, щоб підприємства, роботодавці та самі працівники пристосувалися до таких умов праці. Для успішного управління підприємством необхідно створити систему управління, яка давала б змогу відстежувати успішну роботу відповідно до погоджених результатів, а не покладатися на те, що співробітники працюватимуть за робочим столом під постійним спостереженням. Упровадження роботи як частини гнучкої організації робочого місця доводить, що необхідно перейти від стилю управління до управління продуктивністю, орієнтованого на кінцеві результати. Одна з таких систем, яка ідеально підходить для роботи, відома як ROWE (Work – Only Environment Environment – середовище, орієнтоване тільки на результат). Управління продуктивністю, ґрунтоване на результатах, означає управління результатами на основі погоджених завдань і результатів. Але за такої організації праці значну роль відіграє керівник підприємства або менеджер, якому необхідно допомагати співробітникам і доглядати за ними, якщо вони можуть збитися з курсу, усувати перешкоди, що заважають роботі, і виступати тренером та помічником, щоб співробітники могли працювати над результатами, про які обидві сторони домовилися.

Ключові слова: *підприємство, управління, дистанційна робота, ризики, середовище, система, результат.*

Formulation of the problem. The organization of work in corporations and administrative organizations has been going through changes in the last few decades in the technological, cultural, political, and economic environments. There has been a decrease in standardized work processes with a high level of division of labor and little freedom for individuals to make decisions. The post-industrial service and knowledge society is increasingly establishing a different manner of working.

Analysis of recent studies and publications. The article uses the works of the world's leading scientists who have dealt with distance enterprise management, namely Louis M. Kamarin-Matos [5], M. Warner, R. Grenier, G. Metes, V. Davidov, M. Malone and scientists such as Goldstein, A. Kataev, A. Sokolova, S. Nazarova [1].

Presentation of the main research material. Research on work design and job characteristics clearly indicates that a key driver of the effectiveness of remote working is the structure of the work. Simply stated, when individuals can independently do a whole or complete piece of work, it may be wise to give them the option to work remotely at least part of the time. This of course depends on them being able to have the support technology that they need in order to do the work. If they have that, there may not be a good reason for them to come to a company workplace if they can be held accountable for their performance when they work remotely.

The following conditions must be met:

1. Establishing a performance system based on tasks and outcomes.
2. Issue Tracking System for control of results.
3. Select a tool for team development and version control systems (VCS) for bringing together parts of the developed product.
4. Improving security measures.

The first and the most important recommendation for remote work adopting manager is establishing a performance system based on tasks and outcomes.

To successfully manage staff, it is required need to establish an outcomes-based performance management system that enables to track the success of staff according to agreed outcomes, rather than relying on time spent at the desk under visual supervision. Implementing work as part of flexible workplace arrangements provides the incentive to transition entire management style to outcomes-based performance management. One such system that is widely used is known as ROWE (Results-Only Work Environment).

Outcomes–based performance means managing for results based on agreed priorities, tasks and outcomes. It involves the following steps at the macro-organizational level and at the level of the team:

Ensure to adopt appropriate change-management strategies, including communication and consultation about a charge to a task-and-outcomes-based performance system, if this approach is new to the organization.

Outline team's purpose (mission) and the key objectives, activities and outputs required to help achieve organization's strategic purpose and priorities leading to outcomes.

In consultation with team, break this outline down into set of objectives and outcomes, then into target outcomes and the activities required to reach these outcomes according to planning framework.

Break down the roles of staff down into tasks and activities that are designed to achieve these outcomes within agreed time frames. It may need to develop new position descriptions for roles which now include a telework component. This should assist with recruiting employees suited to the role specifications

Develop a set of key performance indicators for each of the staff that will measure the success of reaching these outcomes within an agreed time frame.

Translate these outcomes-based goals so that everybody can track their performance, and be sure to adjust expected outcomes according to any contingencies. In a performance-based work culture, results are fluid and flexible.

If company is involved in meeting 24/7 demands, ensure a proper work-life balance for the staff by establishing clear expectations around productivity and time management, in line with industrial relations obligations. If employees are expected to be available to meet customer requirements after hours or to attend online meetings with global teams in different time zones, then establish clear guidelines about the employee's core hours for availability to the local team, and agree arrangements to compensate for after–hours work.

The role as a manager is to assist employees when they get stuck and guide them if they may be going off course. Remove obstacles that block performance, and act as a coach and support mechanism for employees to work toward achieving the measurable results that have both agreed upon.

Managing someone working remotely should not be radically different from managing them in their specified place of work – all the usual good practice for managers still applies.

However, it is possible to have an "out of sight, out of mind" approach, where, because they are not physically present, they might get overlooked – or the opposite – because they cannot be seen, managers are constantly concerned that they are not in fact working. A balance clearly needs to be struck.

Below shows what is going to be next:

1. You need be realistic realistic about the type of work which can be done. For some, remote working is an excellent opportunity to get on with some uninterrupted work away from the office. Those who normally conduct their work with computers and telephones will find it most easy to adapt. If this is not an element of the role some thought will need to be given; bearing in mind the type of work the person normally does and also what resources will be available to them.

2. Agree in advance what is to be done. Discuss and agree the scope of the work that will be undertaken during the period of remote working. Create SMART objectives – Specific, Measurable, Agreed, Realistic and Timebound – and check that everybody have a mutual understanding of the work goals that have been agreed, perhaps jotting this down in an email or asking the person to do so.

3. Focus on "outputs". A focus on the "outputs" – the desired results – and not how the person will achieve what they need to do will allay fears that the work is not being done and also not subject the person to misplaced suspicion. For instance, an advantage of working remotely can be that the person flexes their time across the day. Without the travel into the usual place of work an earlier start can be made, or the person might choose to work later into the evening. With a focus on outputs, the person should be able to plan their work in the most effective way.

4. Agree core hours. However, depending on the role, the person may need to be available to clients and colleagues during certain times of the day – agree in advance what these times will be and how they can be contacted.

5. Agree "check-in" procedures. Decide in advance the frequency with which workers should check-in with manager and vice versa and how this is to be done (by telephone, by email). This can be to report on progress, to ensure that they are okay and to pass on any information they need to know, particularly if there is a change of plan. Ensure that manager is available to workers and respond to any questions they may have in a timely manner.

6. Agree service levels. Where an employee will be providing a service to colleagues and clients whilst remote working, it is good to agree how service levels can be maintained. This may include forwarding the work extension to the employee's home/mobile/Goldsmiths mobile number, agreeing frequency of checking voicemail or recording a voicemail message asking callers to send emails, etc.

7. Agree one to ones. It is important to continue regular one to ones with staff to discuss their progress on the

agreed objectives. Agree the frequency and how these can be carried out during the period of remote working and set aside uninterrupted time just like it would if they were face to face.

8. Keep them informed and included. Just because they are not physically present does not mean they are no longer part of the team. Remember to include them in any messages and to invite them to meetings or events that other staff are invited to, even if they cannot attend. Keeping in touch is important so that they feel informed and included.

9. Watch out for their welfare. The employer has a duty of care to the employee at all times. Watch out for signs that they may not be switching off – such as sending emails in the middle of the night. Remote workers can become demotivated and isolated, so it is vitally important to pay attention to this and work through any problems in an understanding supportive way.

10. Troubleshooting. If problems with performance arise, first give specific feedback on where these might be; then give the person the opportunity to discuss any issues and agree a way to put things right. Ideally this calls for a face-to-face meeting but if that is not possible, manager should point that he would like to arrange a telephone call to discuss their progress and performance, and agree a suitable time when the call can be conducted confidentially and in private at both ends.

11. Trust employees. All contracts contain implied terms such as duty of employees to serve their employer honestly and faithfully, and work with due diligence, skill and care. Start from a position of trust and work together to address issues.

Overall, it is clear that there are a number of key factors that need to be considered when deciding where people should work and how they can be held accountable for their performance. Unfortunately there is no simple answer, but there are good answers when the type of work being done is taken into consideration. Clearly there are many cases where remote working is ideal, while in many others it makes no sense at all. One thing is clear: the office cubicle is rarely the best way to "house" employees; it is costly and doesn't encourage information sharing and teamwork.

The fact is that often a major reason for bringing an individual to a work location with a supervisor present is to control their performance. If people can do the work independently and their productivity can be measured, then there is no compelling reason to have them come to a work location. When work has clear measurable goals, while managers monitor performance results and provide feedback, they can substitute for the observation of somebody's work and be effective motivators, which in turn will produce good results.

As a component related to setting SMART goals, management should consider using specialized software for tracking the workers' performance and evaluate it.

An issue tracking system (also ITS, trouble ticket system, support ticket, request management or incident ticket system) is a computer software package that manages and maintains lists of issues, as needed by an organization. Issue tracking systems are commonly used in an organization's customer support call center to create, update, and resolve reported customer issues, or even issues reported by that organization's other employees. A support ticket should include vital information for the account involved and the issue encountered. An issue tracking system often also contains a knowledge base containing information on each customer, resolutions to common problems, and other such data. An issue tracking system is similar to a "bugtracker", and often, a software company will sell both, and some bugtrackers are capable of being used as an issue tracking system, and vice versa. Consistent use of an issue or bug tracking system is considered one of the "hallmarks of a good software team".

A ticket element, within an issue tracking system, is a running report on a particular problem, its status, and other relevant data. They are commonly created in a help desk or call center environment and almost always have a unique reference number, also known as a case, issue or call log number which is used to allow the user or help staff to quickly locate, add to or communicate the status of the user's issue or request.

These tickets are so called because of their origin as small cards within a traditional wall mounted work planning system when this kind of support started. Operators or staff receiving a call or query from a user would fill out a small card with the user's details and a brief summary of the request and place it into a position (usually the last) in a column of pending slots for an appropriate engineer, so determining the staff member who would deal with the query and the priority of the request.

Issues can have several aspects to them. Each issue in the system may have an urgency value assigned to it, based on the overall importance of that issue. Low or zero urgency issues are minor and should be resolved as time permits. Other details of issues include the customer experiencing the issue (whether external or internal), date of submission, detailed descriptions of the problem being experienced, attempted solutions or work-arounds, and other relevant information. As previously noted, each issue maintains a history of each change.

Scenario of workflow is presented to demonstrate how a common issue tracking system would work:

1. A customer service technician receives a telephone call, email, or other communication from a customer about a problem. Some applications provide built-in messaging system and automatic error reporting from exception handling blocks.

2. The technician verifies that the problem is real, and not just perceived. The technician will also ensure that enough information about the problem is obtained from the customer. This information generally includes the environment of the customer, when and how the issue occurs, and all other relevant circumstances.

3. The technician creates the issue in the system, entering all relevant data, as provided by the customer.

4. As work is done on that issue, the system is updated with new data by the technician. Any attempt at fixing the problem should be noted in the issue system. Ticket status most likely will be changed from open to pending.

5. After the issue has been fully addressed, it is marked as resolved in the issue tracking system.

If the problem is not fully resolved, the ticket will be reopened once the technician receives new information from the customer. A Run Book Automation process that implements best practices for these workflows and increases IT personnel effectiveness is becoming very common.

The collection of issues has to be stored in some "issue log" database.

Issue log is a documentation element of software project management. An issue log contains a list of ongoing and closed issues of the project. While issue logs can be viewed as a way to track errors in the project, the role it plays often extends further. Issue logs can be used to order and organize the current issues by type and severity in order to prioritize issues associated with the current milestone or iteration. Issue logs may also contain customer requests and remarks about the various problems that can be found in current code.

An issue log is usually blank at the beginning of the project, but this is not always true for subsequent releases. In some projects, the issue log is actually used as a guideline for the release schedule; in that case the issue log can be populated with issues that are specifically tagged for completion in the upcoming release. As a result, issue log-guided projects may be easier to manage in terms of completion time and progress estimation.

In a typical issue log, the document must be a table containing multiple rows in which each row describes a separate issue. The various attributes of the issue are listed in different columns.

In large projects, issues are usually managed by issue tracking software that can provide different ways and tools to help the project manager and the development team handle thousands of issues for one or several of their projects. Some issue tracking systems also provide a way for the community to contribute new ideas and/or code to the project; this type of collaboration is widely used in open-source programming.

A major component of a bug tracking system is a database that records facts about known bugs. Facts may include the time a bug was reported, its severity, the erroneous program behavior, and details on how to reproduce the bug; as well as the identity of the person who reported it and any programmers who may be working on fixing it.

Typical bug tracking systems support the concept of the life cycle for a bug which is tracked through status assigned to the bug. A bug tracking system should allow administrators to configure permissions based on status, move the bug to another status, or delete the bug. The system should also allow administrators to configure the bug statuses and to what extent a bug in a particular status can be moved. Some systems will e-mail interested parties, such as the submitter and assigned programmers, when new records are added or the status changes.

The project needs detailed description for planning and implementation. For this purpose it is advisable to build project evaluation and review technique (PERT) chart is a statistical tool that is designed to analyze and represent the tasks involved in completing a given project. To create a project model it is necessary to use:

– a list of all activities required to complete the project;
– events that are milestones between activities;
– the time (duration) that each activity will take to completion;
– the dependencies between the activities.

Firstly, is necessary to allocate components of the project. In order to transition to remote work arrangement, this algorithm has been developed according to previously defined problems and recommended to be undertaken by management:

– interview with staff who would like to get into a test group of remote mode;
– the selection of candidates for the test group;
– develop plan of communications;
– reworking and setting results-oriented performance criteria;
– equipment purchase and technical setup;
– in-office trial and training;
– pilot project;
– monitor and control;
– analysis and feedback;
– include the other employees;
– communication online and offline, meet in person from time to time.

a. Interview with staff who would like to get into a test group of remote mode. When planning to test a remote work solution in company, a great place to start is to allow current employees to begin working remotely: current workforce poll will allow to see who would be interested in trying it out, and then launch a test pilot that includes just those who responded favorably to the poll, because not every worker has favorable attitude on working from home.

b. The selection of candidates for the test group. It is not required to hire new people out of town to test this out – float the idea to some of best employees. Spend some time considering which employees are allowed or needed for remote working, because managers need to ensure to select most appropriate employees based on both their skil–set and their working personality. Consider what skills the remote worker needs to have and place great emphasis on the requirement for the employee having strong communication skills, demonstrating maintained motivation, a positive work ethic, confidence to work independently as well as being characteristically cooperative.

Not every position is suitable for remote work arrangement; however, technology has allowed everything from customer service to accounting to sales and marketing to be conducted primarily from home. While not every company will want a virtual receptionist greeting incoming visitors, it is possible to try this with home web developers, marketing team, bookkeepers, or even customer service team.

c. Develop plan of communications. Communication is the soul of any organization, and bad communication may bring harm in any organization. If there is not proper communication present in organization then this may lead to a bad and unhealthy working environment. Use approach focused on communication with no manipulation.

Communication exists between the employees, with customers or with the senior members. There should be good and direct communication to customers otherwise developers may interpret customer's requirements wrongly.

Some managers are reluctant to scatter direct reports because keeping tabs on a virtual workforce can be harder than managing those close at hand. Some virtual workers can feel lonely, isolated, or deprived of vital training and mentoring. And communication breakdowns can impede innovation, trust, job satisfaction, and performance.

Develop the best communications and meeting schedule for the team. Some teams do well with just ad hoc meetings, while others prefer the structure and predictability of regularly scheduled meetings with set agendas. In the beginning, however, it is advised to create a communications plan that includes face-to-face meetings (if necessary and/or possible), all-hands meetings, individual meetings, and performance reviews.

Conclusion. This system may be used as a development guide and as a history for the tasks being performed, how much time the process took, who solved the task, etc. From this point, in any given moment this system will represent the progress of work, which is important for the manager to keep track of.

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