

Anna KONYEV¹
Olena DOLGALOVA²

CURRENT TRENDS IN PERSONNEL DEVELOPMENT MANAGEMENT IN THE FIELD OF HOUSING AND COMMUNAL SERVICES IN A CHANGING VUCA ENVIRONMENT

The article considers the main trends in the management of personnel development in the sphere of housing and communal services in the changing VUCA environment in Ukraine and developed European countries. The article analyzes the main reasons for changes occurring in the practice of personnel management in the sphere of housing and communal services. The article considers models of human resource management in the conditions of transition to the principles of “lean management” in the sphere of housing and communal services. Modern and rational lean-technologies are analyzed and a functional model of personnel development and training under the conditions of “lean management” in the field of housing and communal services is developed. As a result, project proposals for the rationalization of staff activities in the implementation of “lean management” in a volatile VUCA environment in the field of housing and communal services are presented.

Keywords: housing and communal services, VUCA-environment, personnel management model, lean management, lean-technology.

1. INTRODUCTION

Under the conditions of fierce competition, variability of technological and information markets, housing and utilities organizations are forced to constantly review and optimize their processes to optimize costs and increase their efficiency. However, many make the typical mistake: they try to implement organizational changes without first having developed, first a strategic action plan for human resource management, and secondly, without having prepared a comprehensive plan for overcoming personnel resistance to organizational change.

Changeability is an integral part of existence in conditions of constant economy of HR-resources. One of the main tactical tasks of modern organizations of housing and

¹ Anna Konyev, candidate of sciences in public administration, Heilbronn University, Reinhold Würth University, Campus Künzelsau, Institute for Digitalization and Electric Drives (IDA), Institute Assistant; e-mail: ganna.konyeva@gmail.com (corresponding author). ORCID: 0000-0002-8851-8765.

² Olena Dolgalova, doctor of Public Administration, Professor, Head of the Management Department, Donbas National Academy of Civil Engineering and Architecture, Ukraine; e-mail: elena.dolgaleva21@gmail.com. ORCID: 0000-0002-7281-2046.

communal services, is to improve the system of development and use of personnel in conditions of VUCA environment and the transition to the principles of “lean management” in the sphere of housing and communal services.

The VUCA environment is: V → Volatility; U → Uncertainty; C → Complexity; A → Ambiguity (Chuhno, 2016).

Production resources of organizations of the housing and utilities sector, especially in the regions, are limited – capital, technology, materials, time. But at the same time any utility company, regardless of its status, has one almost unlimited and very mobile resource – the intellectual potential (capital) of its employees. Sustainability of enterprises of the housing and utilities sector in a constantly changing VUCA environment depends on the ability of top management to motivate, develop, and apply this potential for the benefit of the organization and the employees themselves.

The development of “lean management” in accordance with the orientation on the innovative type is characterized by strengthening the role of scientific knowledge, innovation, information technology and the presence of “lean infrastructure” aimed at the creation and distribution of new mobile knowledge. Assessment of the level and dynamics of innovation activity within individual organizations of the housing and utilities sector makes it possible to determine the real state, trends of change and the level of differentiation of the development of “lean management” technologies in the housing and utilities sector in the changing VUCA-environment. The aim of the research work is to develop a functional model of management system of personnel development, in the sphere of housing and communal services, considering the specifics of human resource management of organizations, in the conditions of “lean management”. To recommend project proposals on rationalization of personnel activity when implementing “lean management” in the conditions of a changeable VUCA environment of housing and communal services organizations.

The effectiveness of lean technologies used in the management of housing and utilities organizations is characterized by several common indicators such as, first, the level of innovative activity of institutions and, criteria of “lean organizations” in the sphere of housing and utilities. During the analytical part of the study the level of differentiation, as well as the dynamics of these indicators and their sustainability were studied. The methodological basis of the study was based on the construction of trends in dynamic series, as well as methods of structural and comparative analysis. During the development and justification of the model of management of the system of development and personnel training in the housing and utilities sector in the conditions of “lean management” comparative analysis and expert assessment were used.

2. STATEMENT OF THE PROBLEM

Until now in scientific circles the problem of studying the world experience of effective management of enterprises of housing and communal services considering the specifics of personnel management of organizations, in conditions of VUCA-environment and its adaptation to the current economic and political conditions in Ukraine remains relevant. Currently, personnel problems are not given proper attention. To solve these problems, it is necessary to use non-standard approaches. And one of such approaches is “lean management”. The problems of reformation of the sector of housing and communal services, management of enterprises at the market of housing and communal services,

regulation of relations between the enterprises of housing and communal services and personnel training have long been studied by Ukrainian and foreign scientists, among which it is necessary to mention the following works: J.C. Collins, J.P. Womack, D.T. Jones, L.V. Bezzubko, L.A. Tretyakova, T.V. Tselyutina, M. Friedman etc.

Overcoming of the inadequacy of mental models allows increasing the efficiency of analytical activity, relieving the researcher from the false restrictions which do not allow to go beyond the developed representations, or on the contrary will not allow conducting the research based on unreasonable assumptions and postulates. Many famous scientists, including Nobel laureates, have devoted their work to the study of unsubstantiated mental models. For example, in 1979 there was a famous article *Theory of Perspectives: Analysis of Decision-Making under Conditions of Risk* written by D. Kahneman (Nobel Prize winner). D. Kahneman (Nobel Prize in Economics 2002) in co-authorship with a professor of psychology A. Tversky. The authors of this article, which marked the beginning of the so-called behavioral economics, presented the results of experiments in which people were asked to choose between different alternatives.

These experiments proved that people cannot rationally estimate either the magnitude of expected benefits or losses, or their probabilities. The works of the following authors are devoted to the problems of rational decision-making: M. Allais (rational human behavior under conditions of risk), J. von Neumann (utility theory, game theory, and economic behavior), R. Ackoff (decision-making, goal-oriented systems), P. Senge (systems thinking), D. Dörner (system dynamic analysis of social systems) etc. Thus, the problem which arises during the formation of competencies necessary for the analytical activity of participants of housing and communal services was defined. As formulated by K. Argyris, the problem is that “people do not always act in accordance with the theories they express, but they always act in accordance with the theories (intellectual models) they use”. About analytical activity, the problem is transformed and revived by the fact that mental models are actionable—they shape our actions, influencing the decisions we make.

3. MAIN RESULTS

The importance of personnel management problems in the sphere of housing and communal services is undeniable, since it is the quality of services provided and the level of satisfaction of the population that depends on the workers. In modern systems of personnel management, an employee is considered the main and most important resource and value of an enterprise. That is why it is necessary to develop fundamentally new approaches to HR management in the sphere of housing and communal services in a constantly changing VUCA-environment. Proper personnel management in the sphere of housing and communal services is undeniable because it is the quality of services provided, as well as the degree of satisfaction of the population depends on the personnel. At present the problems of management of personnel development in the sphere of housing and communal services in the conditions of changeable VUCA-environment are not given proper attention. To solve these problems, it is necessary to develop proposals for the rationalization of personnel activities in the implementation of “lean management” in a volatile VUCA environment in the sphere of housing and communal services.

The concept of management and behavior of personnel is based on the unwavering desire to eliminate all types of losses (Tretyakova, Tselyutina, Trembach, Govorukha, 2015); (Womack, Jones, Roos, 2007) The analysis of concepts of application of

technologies of “lean management” has allowed the authors to develop recommendations on strengthening of organizational behavior, communication and information channels between management links and development of delegation skills for HR-managers in the sphere of housing and communal services which also include possibilities of transition to principles of “lean management” of all categories of personnel in VUCA-environment.

The new model of development of modern management became the concept of VUCA. This term was proposed by N. Bennett and J. Lemoine as an acronym of the English word’s volatility, uncertainty, complexity, and ambiguity. Indeed, throughout the world there are now several notable trends: an increase in the speed with which changes occur; acceleration of transactions; acceleration of all activities; frequent changes in social interaction strategies and political orientations; constant change; turbulence of current processes in all spheres of activity. (Hodgson, 2003) A comparison of the “old” (20th century) and “new” (21st century) model of the business environment is presented in Table 1.

Table 1. Features of business environment models

SPOD-world	VUCA-world
Steady	Volatility
Predictable	Uncertainty
Ordinary	Complexity
Definite	Ambiguity

Source: personal contribution of the authors.

Thus, the VUCA model accurately describes the state of permanent instability, chaos, volatility, and anxiety that is characteristic of the modern economy. Moreover, all these phenomena have become the “new norm” in describing modern management realities.

In the VUCA world, economic actors (executives and managers of companies) find it difficult to make decisions, and forecasting tasks are difficult to implement. Any decisions must be made as quickly as possible, otherwise the decision taken not in time will not meet the requirements of the changed external and internal environment of the organization. In addition, the instability, uncertainty, and complexity of the environment greatly increases the risk of obtaining unreliable information or obtaining information not in full. As a result, according to Horney, Posmore and O’Shea (2010), the authors of a popular work in the West, *Dynamic Leadership: The Requirement for Business in a VUCA World*, in today’s world, to succeed, “managers must constantly change people, processes, technologies and structures. This requires flexibility and quick decision making.” Accordingly, the VUCA world places new demands on organizations, HR systems and HR managers. The emphasis is on building “smart”, evolving management systems. (Best practice in business advisory, counselling and information services, 2002). There is currently a further shift in the management paradigm worldwide. It is no longer just a transition from the concept of personnel management to the concept of human resources management (HRM), but its transformation into the concept of human capital management (HCM) and human management, which, on the one hand, is aimed at active search and development of talents, on the other – focuses on the humanization of HR-practices and care for the employee of the organization. One of the principles of corporate culture formation within the new managerial paradigm is the concept of “company as a family”. The starting point of this approach is the phrase: “a good employee is a healthy and happy employee”. The

implementation of the “company – family” approach emphasizes paternalism, commonality of group interests of employees, consideration of “life peaks” of employees, care about health and lifestyle of employees, as well as increasing time for interaction of employees with their families. The change of a management paradigm assumes strengthening of attention to development of behaviorist technologies of management of the personnel, individualization and “point adjustment” of most tools of management of the personnel. Also, this factor assumes increased attention of company management to development of new tools and methods of personnel training (Anderson, Galinsky, 2006).

Globalization of economy, knowledge and technology, internationalization of business reduce the importance of state borders as barriers to the movement of goods, services, capital, and labor and increase international business activity and mobility of modern workers. The needs of the workforce to the conditions and content of work change the holistic perception of labor activity: autonomy and flexibility of work become a priority, especially for young people (Friedman, 1953). This factor increases attention to the creation of a variety of employee mobility programs (from the development of a system of mobile workplaces and special training programs for employees to programs of international internships). An example of the increased attention of personnel management specialists to the development of mobility programs can be the introduction in many foreign companies of a special position – international employee mobility specialist, international diversity management specialist or mobility consultant.

The VUCA world leads to the formation of new types of organizations. There is a transition from the classical model of the company to the model of the “liberated” company. The classical model of the company assumes, firstly, the division into hierarchical levels with concentration of all information at the head, secondly, the formation of a system of departments and divisions, employees of which unite knowledge in a certain area. That is, employees involved in the production of products receive minimal access to information and are subordinate to the decisions made “at the top”. In contrast to this type of company, the “liberated company” model assumes that all employees, including those at the lowest levels of the management hierarchy and those engaged in physical labor, can propose decisions and projects for the entire company. In such companies, authoritarianism is virtually absent, and all decisions are made collectively. Employees in a “liberated company” are free and responsible for all actions that they believe will be necessary and best for the development of their organization. In liberated companies, self-organization and employee self-development occurs. On the other hand, the new business environment involves more active formation of a network of cross-functional teams.

A cross-functional team is a group of employees from different functional departments of a company focused on solving a specific problem and working as a team to improve system innovation, solve important problems, and create synergies in management. In cross-functional teams, there is a transparent exchange of information and a transition from team to team depending on the problem to be solved. In such teams, people are rewarded for their skills, not their positions (Becchetti, Di Giacomo, Pinnacchio, 2008). The advantages and disadvantages of cross-functional interaction are presented in Table 2. The cross-functional approach changes traditional ideas about the role and direction of an HR specialist.

Table 2. Advantages and disadvantages of transition to cross-functional teams in organizations of housing and communal services

Advantages	Disadvantages
Flexibility and adaptability to the VUCA environment	The chaos and discontent caused by the double-subordination system
Efficient use of resources	The complexity of practical implementation and implementation
Sharing knowledge and experience	Possibility of contradictions and conflicts between groups of employees
Overcoming intra-organizational barriers	Difficulties with the effective use of qualified and promising professionals
Ease of development and unified organizational policy	Cognitive overload (increased communication channels, emails, meetings)

Source: personal contribution of the authors.

So, because of these reasons, the managers of many companies are increasingly faced with the fact that the usual approaches and technologies of personnel management no longer demonstrate the expected effectiveness. Under these conditions, increasing the efficiency of company functioning requires both the development and implementation of new personnel-oriented approaches to personnel management, new technologies and tools, and the modernization and adaptation of the already used tools for making and implementing managerial decisions. Results of management of innovation potential in many respects depend on efficiency of managerial activity which should be correctly modeled and provide formation and realization of the best variant of its development and competitive advantages. Among the directions of increasing the effectiveness of management of the development of personnel in the sphere of housing and communal services, based on the application of low-cost measures, should be noted the optimization of the system of administrative management through the standardization and integration of management systems, the application of a progressive model of competencies of employees of the management level to form a system of management of organizational behavior (Tretyakova, Tselyutina, Trembach, Govorukha, 2015; Kaplan, Norton & others, 2005).

Lean philosophy of continuous improvement offers an alternative to large, long-term, developed and conducted “from above” reorganizations – less global, but continuous improvements which not only change the situation for the better, but also transfer the opportunity to positively influence conditions and results of their work to employees themselves, turning them from passive performers into active participants (generators of ideas and rational proposals) of management processes (Anderson, Galinsky, 2006; Von Krogh, Ichijo, Nonaka & others, 2000). In article authors define the basic directions – from start of the project to formation of lean-culture:

The first direction is people development: social responsibility, leadership, teamwork, leadership standardization, visualization, system of continuous improvement, training system, identifying, and solving problems, mutual trust and respect, safety, and labor (Grossman, 2000), culture of intra-organizational communication, delegation of authority, holding meetings and many others. When solving the problem of increasing the efficiency and competitiveness of their development, housing and utilities organizations need to focus

on the following basic elements (effective personnel management), while maintaining the importance of the fundamental, strategic basis – personnel (Figure 1.)

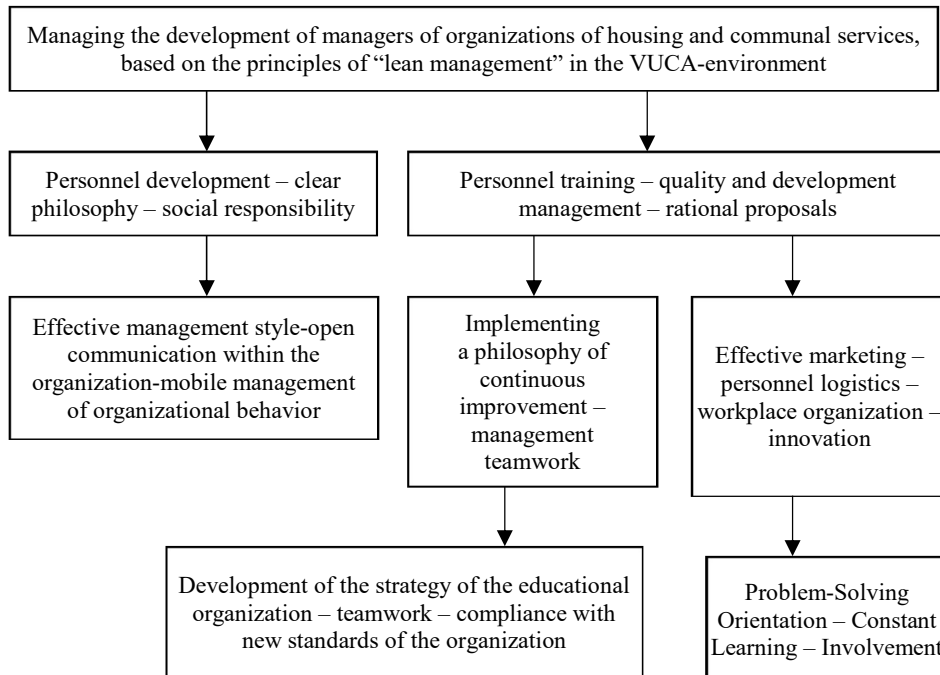


Figure 1. The model of management of development of housing and utilities personnel in the conditions of "lean management" in VUCA – environment

Source: personal contribution of the authors.

The second direction is process development: diagnostics, visual management and workplace organization, standardized work, building quality into the process, statistical methods (Hambleton, 2007), efficient logistics, efficiency calculation (Mayo, 2016). The authors characterized the main elements of the developed model for improving the effectiveness of managers of housing and communal services organizations based on the principles of "lean management", consulting seminars and trainings (Table 3.).

The basic element of the modern model of development of organizations of housing and communal services should become "lean management". According to the authors, all business processes and key performance indicators should be formalized, a risk-based development strategy and motivation system for senior management should be prescribed, as well as other structural provisions governing the development and strengthening of organizational behavior management subsystems. "Lean management" affects not only the administration of all business processes, but also business document management ("lean office") (Kaplan, Norton & others, 2005; Collins, Porras, 2005). It should be noted that "lean management" is, first, "lean staff self-organization", based on "lean thinking", which relates to the culture and mentality of all employees of the housing and utilities organization.

Table 3. The model of training of managers of organizations of housing and communal services, based on the principles of “lean management” in VUCA-environment

Development of lean management processes		
Project consulting (achieving the goal within the agreed timeline and budget).	Sustainability certification for managers and professionals.	Remote leader (supervisor). Targeted corporate sustainability program through tiered action learning and project office.
Expert consulting (process analysis).	Development of a motivation system based on the principles of lean production. Testing of managers and specialists.	Remote support for projects. Distance learning. Corporate trainings.
Expertise and development of documents and methodological materials.	Self-evaluation of the level of development of the production system and managers. Program monitoring.	Methodological literature. Corporate seminars and conferences.
Personnel development, career modeling, talent management, self-study.		

Source: personal contribution of the authors.

Despite the functional diversity of the idea of “lean”, a significant role in its implementation is played by employees as a strategic resource for the effective development of the organization. The concept of “lean management” is focused on the importance of respectful attitude to employees and creation of ways to allow the staff to think and offer improvements (Kaplan, Norton & others, 2005). The manager will be able to achieve the goal of joint activity since will multiply their physical and intellectual forces at the expense of the collective forces of subordinates and purposefully use them. This is the task of a manager of any managerial level. The inability to build interpersonal relations, dislike of their partners and themselves give rise to lack of initiative, indifference, and a feeling of permissiveness. Awareness of the need to urgently address the problem of improving the behavior of employees of housing and utilities organizations is the basis for the optimization of corporate culture in the organization and strengthening loyalty. Recently it became actual and prestigious to speak about formation of loyalty of employees to the organization and development of strategic methods of retention of valuable employees (Becchetti, Di Giacomo, Pinnacchio, 2008). The authors present the optimal managerial competences for managers of housing and utilities organizations, which are actualized in the most popular competence models (Figure 2.).

Assessment and development of manager's professional competences is a guarantee of effective work and labor activity of employees. The growth rate of the new complex regional economy, trends of labor market changes are determined by the natural and resource and human potential, and, above all, by the competence profile of managers, executives, top managers.

Social processes (change of management models in educational organizations, transition to lean production principles, change of consumer preferences), technological innovations (introduction of information and communication technologies, automation, emergence of new technologies), dynamics of organizational changes focused on transformation of labor activity, cardinal changes in development, production, management and service practices,

workplace – all this entails structural – functional changes in the content and format of competence training (Madden, Duchon, Madden, Plowman, 2012; Ohnos, 2021). Therefore, a modern manager, HR-manager of the new generation, needs to add to his “portfolio” of management technologies and methods, in addition to professional skills and abilities, additional competencies.

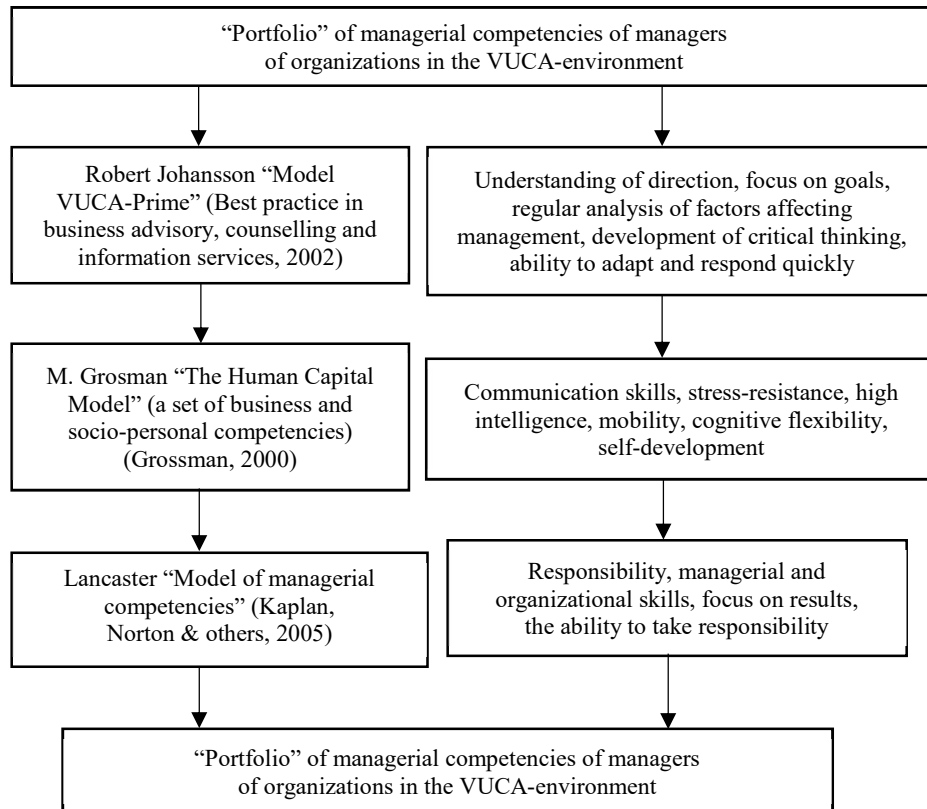


Figure 2. “Portfolio” of managerial competencies of managers of housing and communal services organizations based on the principles of “lean management” in VUCA environment
Source: personal contribution of the authors.

4. PROPOSALS TO IDENTIFY CURRENT TRENDS IN HR MANAGEMENT OF HOUSING AND UTILITIES ORGANIZATIONS, BASED ON THE PRINCIPLES OF “LEAN MANAGEMENT” IN THE VUCA ENVIRONMENT

In determining the key trends in human resource management of organizations of housing and communal services, currently spread, the following fundamental changes in the field of management can be identified as the basis:

1. *Shaping the workforce ecosystem: managing workers outside the enterprise.* For several years now, “alternative ways of employment”, such as project work, part-time work, or hygienic work, have become increasingly common. Experts estimate that by 2022, more

than 40% of workers in the U.S. will be employed in “alternative ways”. The traditional employee-employer relationship is now being replaced by “an entire 'workforce ecosystem', represented by a diverse set of employees, talent networks, gig workers, and service providers that provides employers with the flexibility, opportunity, and potential to explore different economic models in their search for talent (Deloitte, 2018). The ecosystem includes both full-time and part-time employees (full-time and part-time) as well as contract workers, remote workers, partners, agents, gig workers, and workers focused on a variety of projects and individual tasks. Typically, “alternative workers” have little interest in the organization's overall strategy and do not seek to understand it. Among the problems faced by HR managers are the lack of HR software and effective tools to help employers manage such non-traditional workers, as well as the lack of a system of training and performance evaluation of such employees. In Ukraine there is no clear idea of the mechanisms of personnel ecosystem management, and almost 40% of HR managers are hampered by organizational risks, the problem of confidentiality of commercial and technological information, lack of confidence in the stability of attracting such personnel.

2. *Increased attention to corporate social responsibility.* In EU countries the following criteria are widespread for assessing the level of development of corporate social responsibility in the organization: the absence of discrimination in the selection of personnel; the level of integration of employees; the degree of integration of employees with disabilities into the team; the presence of a system of support for employees employed in “critical positions” and their retraining; compliance with the correct working conditions.

3. *Active introduction of new work methods and new places to work.* The aim of the development and implementation of new methods, technologies of work and the revision of physical workspaces and approaches to the management of employees is, on the one hand, to ensure an increase in productivity, and on the other hand, to avoid overburdening the employee. It is possible to distinguish the main directions within this trend:

- *the formation of hyperconnected workplaces.* The reason for this is the development of interesting new communication media and tools. The habits and tools of communication that people use in their personal lives have begun to be applied to everyday work life as well. Today's work environment is characterized by a variety of ways to communicate. And physical meetings (face-to-face and telephone communication) are giving way to virtual collaboration, and collaboration platforms are actively developing. As a result of the development of hyperconnected workplaces, the classically accepted notion of “working time” is becoming increasingly blurred, and its boundaries are expanding. The adoption of laws in some EU countries to protect the “right to be unconnected outside of working hours” is a response to the increased need for employees to be constantly “in touch” both during and often outside of working hours;
- *formation of flexible and adaptive workspaces.* Along with the traditional “corridor-cabinet” system of workplaces, the open office concept, aimed at improving employee communication within the company's structural subdivisions, and the flex-office system are becoming increasingly widespread. The introduction of flexible office system is advisable for those companies that employ many employees working remotely or have free time. Within the framework of flexible office system several work areas are allocated, determined by specifics and direction of activity, duration, and complexity of the work, individual or collective decision making etc. For

example: a free desk (any employee at a convenient time), a desk reserved for a certain time, a standing place for operational work, a room for confidential negotiations, conferences or webinars, a room for quick negotiations, a room for meetings using a virtual screen;

- *implementation of Agile and Scrum approach.* One of the main principles of managing people and projects now has become the development of agile approaches to the process of setting and solving tasks and getting instant and high-quality feedback. Developed originally for the IT-sphere Agile-manifesto has spread its values and principles to other areas of activity. Its mission can be formulated as follows: we are constantly discovering better and more attractive methods of work and help other people to do it.

The following principles acquire a special value in Agile HR: transparency is more important than secrecy; adaptation is more important than constancy; inspiration and participation are more important than management and retention; internal motivation is more important than external rewards; ambition is more important than responsibilities; work teams must constantly improve; an indicator of competent leadership is simplifying processes and minimizing unnecessary work. Agile methods are thus based, firstly, on the principles of face-to-face communication of employees, and secondly, assume that task setting, search for solutions and evaluation of results are focused on short-term perspective and mini projects (Zarri, 2010).

The Scrum methodology is based on the simple idea of “test and adapt”. When developing a project, according to its author J. Sutherland, it is necessary to systematically check the progress of the work and answer the questions: whether the movement is in the right direction; what the customer really wants to get; whether there are ways to improve the methods of development and execution of work; how to do the work better and faster; whether there are factors that hinder your tasks (Tomer, 2007). Scrum stand-up meeting involves answering the questions: what did you do yesterday; what you are going to do today; what your problems are. In fact, the concept of Scrum can be seen as a platform that combines such well-known approaches as the philosophy of continuous improvement, lean “production” technology and “just-in-time” system. Thus, the cooperation of HR-specialists, IT-sector employees and representatives of the business sector creates the conditions for the formation of a flexible, customizable integrated working environment.

4. *Digitalization of recruitment technologies.* The key trends in this area are the automation of the screening and hiring process. The main tools of digital recruiting are:

- A recruiter robot, which can communicate with applicants via audio or video calls, conduct dialogs according to a pre-designed algorithm, and record applicants' answers;
- Chatbots, which perform both search for information about job applicants and administrative work (scheduling meetings, generating detailed candidate profiles, maintaining lists of applicants). In foreign countries chatbots of such technology developers as Mya, XOR, Wade&Wendy and TalkPush are the most popular;
- Predictive analytics and work with big data;
- aggregation and uberization (employer interaction with third-party recruiters whose portfolios are assembled on digital platforms). In the West, Indeed.com, StepStone are the most popular platforms for aggregating job seekers who have posted resumes

on job search sites and job seekers who have profiles on social networks or professional communities;

- Cognitive recruitment (Design Thinking), which manifests itself in an increased focus on social networks, referral systems and the internal labor market. The trend is the emergence of highly specialized recruiters with a deeper expert knowledge of each direction and segment of the labor market (Vatn, 2012).

5. *Formation of holistic, flexible, and personalized reward systems.* Compared to other functional areas of personnel management, changes in the system of employee motivation are not of a radical nature. Nevertheless, a relatively new phenomenon in this area is the introduction, already at the stage of employment, of the practice of selecting remuneration options for new employees, for example, higher pay or additional vacation days; a slight increase in the base salary rate or payment of a higher bonus based on the employee's results, etc. In addition, advanced foreign companies have begun to implement the practice of studying employee ratings and performance reviews several times a year, the consequence of which is an equally frequent change in the remuneration system (Etzioni, 2010)

6. *Digital transformation of employee training.* Its main features can be considered: firstly, the constant exchange of experience and knowledge, learning while working on real work processes; secondly, the formation of personalized digital learning content; thirdly, providing access to training programs at any time, in any place and with any type of devices (the introduction of mobile learning and cross-platform solutions); fourthly, the formation of a system of electronic distance learning: mass open online course, corporate open online course, webinars; fifthly, creation of virtual platforms for training (solving cases and exercises in a virtual environment, creating virtual simulations); sixthly, ensuring the possibility of instant feedback (automated verification of work using Big Data technology, implementation of microlearning technology with time-distributed assessment of granular knowledge, skills and abilities) (Chuhno, 2016).

Now, many VUCA organizations are changing their requirements for the “entry” knowledge, skills, and abilities of future employees. Many managers emphasize that today it is much more important to be sure not whether employees have the necessary skills, but how quickly they adapt to the new situation in the VUCA world, whether they have decision-making skills under uncertainty, what tools they use to process and analyze information, whether they have systemic thinking, whether they are focused on continuous learning and development. In management literature these skills and abilities of employees were called potential and began to be evaluated by employers together with the performance of employees.

So, we can offer the following vision of an effective manager: it is an innovative, adaptive, responsible, and benevolent specialist who:

- inspires, leads by example and energizes – team leader;
- creates an atmosphere of trust, positive and friendly attitude in the team;
- provides opportunities for team members to work independently and accepts their possible mistakes;
- knows each of the team members personally, adapts their roles and functions individually depending on each person's sources of motivation;
- conveys a clear vision and sense of purpose to his team, its role in the overall development strategy of the company and the role of each employee;

- clearly sets goals and objectives for each team member and understands the need for each employee to understand the objectives.

On this basis, we can offer the following rules of conduct for the “new” HR specialist:

- delegation of those functions to their subordinates that can be performed by them independently;
- transparency in communicating with their team and sharing any important information;
- trust in each member of the team;
- clear and understandable formulation of the tasks for the employees;
- regular feedback to the employees;
- regular team meetings to maintain team cohesion;
- if possible, personal meetings with each member of the team;
- development of a team project in which all team members can participate;
- avoiding (if possible) giving ready-made solutions to the employees and guiding them to find their own solutions by means of questions.

It should be emphasized that the competencies of the future and the actual competencies of an HR manager today will be very different. Therefore, the task of the manager in the VUCA world is to prepare employees for the transformation of “professions” and competencies in the future.

5. CONCLUSIONS

Thus, we can conclude that HR specialists need to modernize management tools in such a way that they, on the one hand, correspond as much as possible to the expectations and preferences of employees, on the other hand, correspond to the goals, attitudes, and capabilities of the company, and on the third – the realities of the new business environment and the technological way of life. These conditions impose new requirements for the job and professional skills of managers in the housing and utilities sector who are charged with the task of coordinating the interests of all the subjects of social and labor relations both inside and outside the organization. Consequently, the expansion of spheres of activity of a personnel specialist and increasing attention to the development of “smart” management systems cause the need to expand the manager's competencies in the VUCA world.

Accordingly, the authors have identified the following competencies that an effective and competitive human resource manager in an ever-changing VUCA environment should possess, as follows: 1) comprehensive vision and problem solving; 2) critical thinking; 3) creativity; 4) people management skills; 5) cooperation; 6) emotional intelligence; 7) decision making and evaluation skills; 8) high quality service; 9) negotiation skills; 10) cognitive flexibility.

At the same time, the need to develop “lean management” becomes especially important in the context of the transition of the Ukrainian economy to an innovative path of development. Therefore, for the rational use and application of tools of lean management in practice, heads of organizations of housing and communal services need to develop a strategy for the development of the organization, which should include:

- a system of measures for streamlining and efficiency of employees' work activities;
- progressive competence model for talented employees;
- a program to reduce emotional burnout and psychological tension of the team;

- program of corporate culture and organizational behavior management based on “lean management” development.

The proposed measures for the development of “lean management” will ensure the realization of the potential of housing and utilities organizations to improve the competitiveness of both services (products) and personnel, create conditions to attract and retain high-potential employees, and accumulate the mechanism of teamwork and organize work to reduce losses and effectively manage labor resources.

REFERENCES

- Anderson, C., Galinsky, A.D. (2006). *Power, optimism, and risk-taking*. „*European journal of social psychology*“, 36.
- Becchetti, L., Di Giacomo, S., Pinnacchio, D. (2008). *Corporate social responsibility and corporate performance: evidence from a panel of US listed companies*. „*Applied Economics*“, 40.
- Best practice in business advisory, counselling and information services. (September 2002). Access on the internet: <http://digitallibrary.un.org/record/477326> abgerufen
- Chuhno, Y. (2016). *Managing change in the VUCA world: how to engage people and help them become leaders of new solutions*.
- Collins, J.C., Porras, J. (2005). *Built to last: Successful habits of visionary companies*. Random House.
- Deloitte. (2018). Global Human Capital Trends 2018. Access on the internet: <https://hctrendsapp.deloitte.com>
- Etzioni, A. (2010). *Behavioral economics: A methodological note*. „*Journal of Economic Psychology*“, 31.
- Friedman, M. (1953). *Essays in positive economics*. University of Chicago press.
- Grossman, M. (2000). *The human capital model, in handbook of health economics*, A.J. Culyer, J.P. Newhouse (eds.), Vol. 1A. *The human capital model, in handbook of health economics*, AJ Culyer, JP Newhouse (eds.), Vol. 1A. Elsevier, New York.
- Hambleton, L. (2007). *Treasure Chest of Six Sigma Growth Methods, Tools, and Best Practices (Adobe Reader): TREAS CHEST SIX SIGMA*. Pearson Education.
- Hodgson, G.M. (2003). *The hidden persuaders: institutions and individuals in economic theory*. „*Cambridge journal of economics*“, 27.
- Kaplan, R.S., Norton, D.P. & others (2005). *The balanced scorecard: measures that drive performance*. „*Harvard business review*“, 83.
- Madden, L.T., Duchon, D., Madden, T.M., Plowman, D.A. (2012). *Emergent organizational capacity for compassion*. „*Academy of Management Review*“, 37.
- Mayo, A. (2016). *Human resources or human capital?: Managing people as assets*. Routledge.
- Ohnos, T. (2021). *Taiichi Ohnos Workplace Management*. McGraw-Hill Education.
- Tomer, J.F. (2007). *What is behavioral economics?* „*The Journal of Socio-Economics*“, 36.
- Tretyakova, L.A., Tselyutina, T.V., Trembach, I.V., Govorukha, N.S. (2015). *Function representation of the civil society institutions within the transforming sustainability of the regional development*. „*International Business Management*“, 9.
- Vatn, A. (2012). *Cooperative behaviour and institutions*. „*Sustainability Analysis*“. Springer.

- Von Krogh, G., Ichijo, K., Nonaka, I. & others (2000). *Enabling knowledge creation: How to unlock the mystery of tacit knowledge and release the power of innovation*. Oxford University Press on Demand.
- Womack, J.P., Jones, D.T., Roos, D. (2007). *The machine that changed the world: The story of lean production – Toyota's secret weapon in the global car wars that is now revolutionizing world industry*. Simon and Schuster.
- Zarri, L. (2010). *Behavioral economics has two 'souls': Do they both depart from economic rationality?* „*The Journal of Socio-Economics*“, 39.

DOI: 10.7862/rz.2022.mmr.13

The text was submitted to the editorial office: March 2022.

The text was accepted for publication: September 2022.

