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## MODELS AND APPROACHES TO CHANGE MANAGEMENT AND STAFF INVOLVEMENT IN THE ENTERPRISE ACTIVITIES UNDER WARTIME AND POST-WAR TRANSFORMATIONS

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**Summary.** The article studies the impact of military actions on the state and development dynamics of domestic enterprises, as well as the factors that determine the change processes in the war and post-war periods. It's substantiated that the change implementation in modern conditions is determined by a set of external and internal factors, among which macroeconomic instability, regulatory changes, financial and human resources of enterprises, managerial competencies and the ability of organizational structures to adapt in the conditions of uncertainty are important. An analysis of change management models and their adaptation to the war and post-war context, taking into account resource constraints, staff involvement, and environmental dynamics has been conducted. The feasibility of using an integrated approach to change management, which combines elements of the Bridges, ADKAR, and Agile models has been substantiated. It's indicated that this approach allows for the integration of a strategic vision of change, taking into account the human factor and a high level of adaptability to ensure the survival and sustainability of enterprises during the war period and to manage their recovery and development in the post-war period. Based on the results of SME manager's survey in the Ternopil region, it was found that the war became a catalyst for changes that primarily affected logistics and supply, financial management, human resources policy, product and service range, and work format for most enterprises. It was determined that the main approaches to implementing changes in SMEs are situational and anti-crisis management. It was proven that the application of change management models contributed to the preservation of the enterprise activities, costs optimization, an increase of business sustainability and retention of qualified personnel. It's concluded that the adaptive and anti-crisis models of change management are the most effective for ensuring the stability and survival of SMEs under martial law. Focusing on flexible management, effective communication and rapid adoption of managerial decisions will allow enterprises to successfully operate in a dynamic and unstable environment.

**Key words:** change management, small and medium-sized enterprises, uncertainty, war, post-war period, resilience, situational and anti-crisis management, personnel, communication, change management models.

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## МОДЕЛІ ТА ПІДХОДИ ДО УПРАВЛІННЯ ЗМІНАМИ Й ЗАЛУЧЕННЯ ПЕРСОНАЛУ В ДІЯЛЬНОСТІ ПІДПРИЄМСТВ В УМОВАХ ВОЄННИХ ТА ПІСЛЯВОЄННИХ ТРАНСФОРМАЦІЙ

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**Резюме.** Здійснено дослідження впливу воєнних дій на стан і динаміку розвитку вітчизняних підприємств, а також чинників, що визначають процеси перемін у воєнний та післявоєнний періоди.

*Обґрунтовано, що здійснення змін у сучасних умовах визначається сукупністю зовнішніх та внутрішніх чинників, серед яких важливими є макроекономічна нестабільність, регуляторні зміни, фінансові та кадрові ресурси підприємств, рівень управлінських компетенцій і здатність організаційних структур до адаптації в умовах невизначеності. Проведено аналіз моделей управління змінами, а також можливостей їхньої адаптації до воєнного та післявоєнного контексту з урахуванням ресурсних обмежень, залучення персоналу та динаміки зовнішнього середовища. Обґрунтовано доцільність використання інтегрованого підходу до управління змінами, який поєднує елементи моделей Бріджеса, ADKAR та Agile. Вказано, що даний підхід дозволяє інтегрувати стратегічне бачення змін, врахувати людський чинник і високий рівень адаптивності для забезпечення виживання та стійкості підприємств у воєнний період та для управління їхнім відновленням і розвитком у післявоєнний період. На основі результатів опитування керівників МСП Тернопільської області встановлено, що для більшості підприємств війна стала каталізатором перемін, які насамперед торкнулися логістики та постачання, фінансового управління, кадрової політики, асортименту продукції та послуг, а також формату роботи. Визначено, що основними підходами до впровадження змін на МСП є ситуативне та антикризове управління. Доведено, що застосування моделей управління змінами сприяло збереженню діяльності підприємств, оптимізації витрат, підвищенню стійкості бізнесу та утриманню кваліфікованого персоналу. Зроблено висновок, що в умовах воєнного стану адаптивні та антикризові моделі управління змінами є найефективнішими для забезпечення стійкості та виживання МСП. Орієнтація на гнучке управління, ефективну комунікацію та швидке ухвалення управлінських рішень дозволить підприємствам успішно функціонувати в динамічному та нестабільному середовищі.*

**Ключові слова:** управління змінами, малі та середні підприємства, невизначеність, війна, поствоєнний період, стійкість, ситуативне та антикризове управління, персонал, комунікація, моделі управління змінами.

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**Problem Statement.** The military events in Ukraine have triggered substantial economic, social, and organizational transformations that have fundamentally altered the operating conditions of domestic enterprises. Disruptions in logistics chains, destruction of infrastructure, relocation of businesses and production facilities, workforce losses, migration and psychological strain among employees, resource shortages, digitalization, and shifts in market conditions collectively shape a new reality in which traditional approaches to change management require reconsideration and adaptation. Moreover, in the post-war period, enterprises will face new challenges associated with the need to restore production capacities, strategically restructure business models, integrate innovative technologies, and enhance competitiveness within a transformed market environment. The resilience and adaptability of enterprises, as well as the pace of national economic recovery, will depend on the timeliness and effectiveness of change implementation. In this context, particular importance is attached to the selection and application of effective methods and models of change management that can ensure rapid organizational responses to external threats, the development of new strategic trajectories, the restoration of operational activities, and the strengthening of human capital.

**Analysis of Recent Research and Publications.** The issue of managing strategic change in wartime conditions, the application of change management approaches and tools, strategies for overcoming resistance to change within organizations, concepts of the effectiveness of organizational change management, as well as crisis and strategic management, has been extensively addressed in the works of a number of scholars, including Klymchuk A. O. [1], Shymanovska-Dianych L. M. and Sosian M. M. [2], Lozova O. V., Kuzhel N. L., and Kuzhel O. V. [3], Susidenko V., Bolmanenko O., and Khashchinina H. [6], Liakhovych L. A. [7], Tarasiuk O. V. [10], and others. However, despite the growing number of studies on these issues, in our view, it remains relevant to investigate change management models aimed at adapting enterprises to the conditions of wartime and post-war realities. Such research would make it possible to identify scientifically grounded approaches to supporting

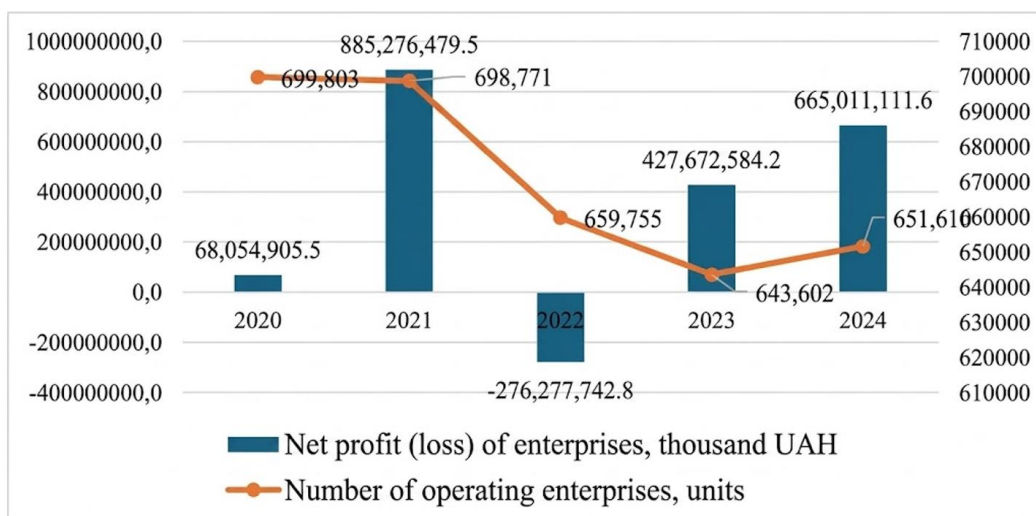
enterprise resilience, optimize transformation processes, facilitate the rapid recovery of economic activity, and enhance the competitiveness of Ukrainian enterprises under new development conditions.

**Purpose of the Study.** The purpose of this research is to conduct a comprehensive analysis of approaches and models of change management and employee engagement, as well as to substantiate the directions for their adaptation to the conditions of wartime and post-war transformations, with the aim of enhancing the resilience, flexibility, and operational efficiency of domestic enterprises.

**Objectives of the Study.** To achieve the stated purpose, the following objectives have been formulated: to analyze the impact of wartime and post-war transformations on enterprise activities by identifying key factors that necessitate change; to examine change management models, in particular the Kotter Change Model, the Bridges Transition Model, ADKAR, Lewin’s Change Management Model, the Agile Approach to Change Management, and other models; to determine the advantages and disadvantages of applying various change management models under conditions of uncertainty; to identify the possibilities and specific features of adapting existing models to the wartime and post-war context, taking into account resource constraints, workforce-related risks, and the dynamics of the external environment; and to formulate conclusions based on survey results regarding the implementation of changes in small and medium-sized enterprises during the period of wartime and post-war transformations.

**Presentation of the Main Research Material.** The contemporary operating environment of Ukrainian enterprises is characterized by a high level of instability caused by military events and the necessity of subsequent economic recovery processes. Under such conditions, change management acquires strategic importance, as the long-term prospects and competitiveness of domestic enterprises depend on their ability to adapt to new challenges. Wartime and post-war transformations significantly alter market structures, labor resources, logistics, security systems, and the financial capacities of enterprises. In this regard, particular attention should be paid to the adaptability of change management approaches and models, as traditional methods often prove insufficiently effective in a rapidly changing and uncertain environment. Therefore, the study of change management models in wartime and post-war conditions is both relevant and necessary for the development of effective managerial decisions.

Military actions exert a significant impact on the number of domestic enterprises (Fig. 1), their functioning, and the overall course of economic processes.

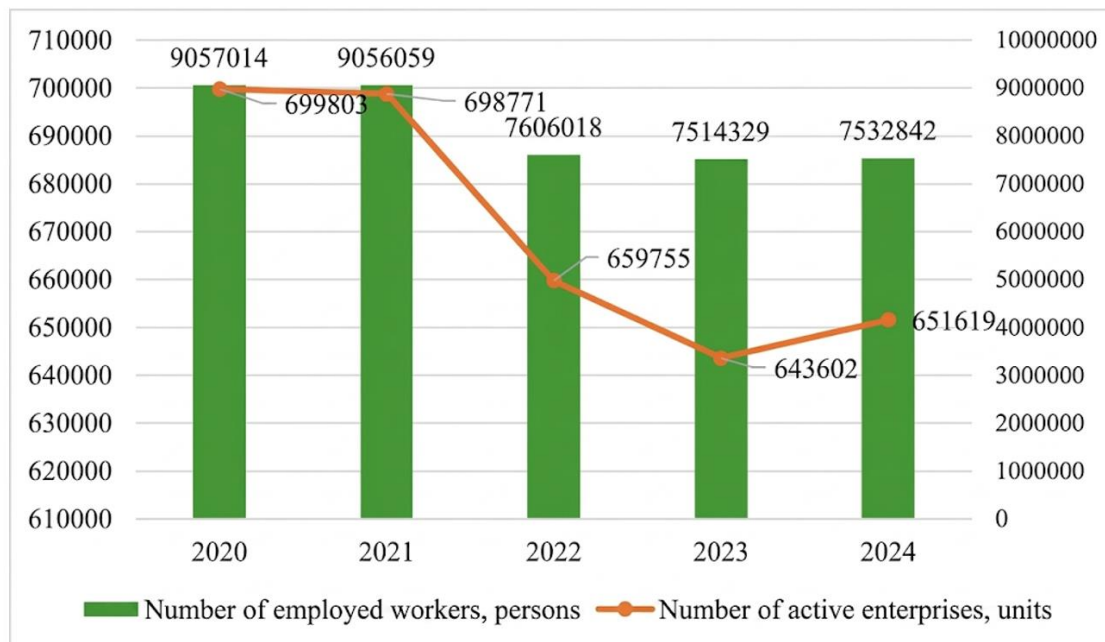


**Figure 1.** Dynamics of the number of operating enterprises in Ukraine and the volume of net profit in 2020–2024

Compiled by the authors based on [4].

According to the data presented in Fig. 1, the number of operating enterprises in 2022 decreased by 39.016 thousand units compared to 2021; in 2023, compared to 2022, it declined by 16.153 thousand units; and in 2024, compared to 2023, it decreased by 8.017 thousand units [4]. This situation is determined by a range of factors, among which it is important to highlight the destruction of production and transport infrastructure, disruptions in transport and logistics chains as well as supply chains, and resource constraints. In addition, the financial and economic condition of business entities is characterized by declining revenue levels, deteriorating solvency, shortages of working capital, and increasing currency and inflationary risks (Fig. 1).

An important factor influencing the implementation of changes and transformations in enterprises is human capital. Mobilization processes in the country, internal and external migration of the population, as well as increased psychological pressure on employees have led to a shortage of qualified personnel and a decline in labor productivity. In particular, the number of employed workers in business entities experienced a sharp decrease in 2021–2022 by 16%, or nearly 1.5 million people [5]. In 2023, compared to 2022, the number of employed workers declined by 1.2%, and in 2024, compared to 2023, by 0.25% (Fig. 2).



**Figure 2.** Dynamics of the number of operating enterprises in Ukraine and employed personnel in 2020–2024

Compiled by the authors based on [5].

Thus, under conditions of wartime transformations, the implementation of organizational changes in domestic enterprises is influenced by both external and internal factors. External factors include macroeconomic instability, changes in the legal and regulatory environment, intensified market competition, and requirements from investors and donor organizations to enhance change and risk management. Internal factors encompass the financial, human, and other types of enterprise potential, the capacity to adapt existing organizational structures to conditions of transformation and uncertainty, the speed of managerial decision-making, the level of development of managerial competencies, and the efficiency of business processes. In response to these factors and challenges, domestic enterprises are compelled to implement situational changes, identifying developmental priorities aligned with specific change management models, crisis management frameworks, risk mitigation strategies, and methods for addressing resistance to change.

Let us systematize the existing change management models and examine their advantages and disadvantages under conditions of uncertainty, as well as the possibilities for their adaptation to the wartime and post-war context, taking into account resource constraints, workforce-related risks, and the dynamics of the external environment (Table 1).

The conducted analysis of change management models indicates that none of them is universally applicable under conditions of high uncertainty. Considering that the wartime and post-war periods are characterized by significant resource constraints, workforce-related risks, and a highly dynamic external environment, there is a clear need to employ flexible and adaptive approaches to change management. Key directions for adaptation include the simplification of managerial procedures, the integration of strategic and agile approaches, a focus on psychological support for personnel, and the use of short-term objectives and rapid results.

**Table 1.** Advantages and Disadvantages of Key Change Management and Employee Engagement Models, as well as the Possibilities for Their Adaptation to Wartime and Post-War Contexts

<i>Change management model</i>	<i>Advantages</i>	<i>Disadvantages</i>	<i>Adaptation opportunities</i>
<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>
1. Lewin's Change Management Model	<ul style="list-style-type: none"> <li>• simplicity and clarity;</li> <li>• a clear sequence of actions;</li> <li>• emphasis on the need for preparation and consolidation;</li> <li>• establishment of a solid foundation for managing transformations in a stable environment</li> </ul>	<ul style="list-style-type: none"> <li>• limited applicability in rapidly changing environments or during ongoing crises;</li> <li>• difficulty of «freezing» changes under conditions of prolonged instability</li> </ul>	<ul style="list-style-type: none"> <li>• limited applicability of this model in wartime conditions, as the «freezing» stage is often impossible due to constantly changing circumstances</li> </ul>
2. Edgar Schein's Model of Organizational Culture	<ul style="list-style-type: none"> <li>• focus on deep changes related not only to processes, but also to values, beliefs, and culture;</li> <li>• emphasis on psychological safety, the role of leadership, and cultural factors</li> </ul>	<ul style="list-style-type: none"> <li>• the model requires time for reflection and adaptation, which is often lacking in crisis situations;</li> <li>• high demands on managerial maturity and leadership competence</li> </ul>	<ul style="list-style-type: none"> <li>• in wartime conditions, it requires shortening of stages and strengthening the role of leadership;</li> <li>• effective for deep transformation of the enterprise in the post-war period</li> </ul>
3. The Bullock and Batten Change Model	<ul style="list-style-type: none"> <li>• clear structure and easy coordination of changes in complex organizations;</li> <li>• includes environmental analysis;</li> <li>• focus on structure, processes, and outcomes</li> </ul>	<ul style="list-style-type: none"> <li>• high dependence on environmental certainty and stability;</li> <li>• less attention to cultural and human aspects</li> </ul>	<ul style="list-style-type: none"> <li>• requires shortening of planning horizons and a scenario-based approach in wartime conditions;</li> <li>• needs to be complemented with human-centered and adaptive approaches</li> </ul>
4. The Bridges Transition Model	<ul style="list-style-type: none"> <li>• strong emphasis on the human factor;</li> <li>• high relevance in crisis conditions;</li> <li>• flexibility and adaptability;</li> <li>• leadership and support</li> </ul>	<ul style="list-style-type: none"> <li>• limited suitability for urgent decision-making in critical situations;</li> <li>• high demands on managerial maturity</li> </ul>	<ul style="list-style-type: none"> <li>• effective for enterprises during wartime, functioning under conditions of uncertainty and loss;</li> <li>• can be integrated with other models for application in the post-war period</li> </ul>
5. The Kotter Change Model	<ul style="list-style-type: none"> <li>• emphasis on the role of leadership in change management;</li> <li>• consideration of the psychological aspects of change perception;</li> <li>• focus on employee engagement</li> </ul>	<ul style="list-style-type: none"> <li>• the sequence of steps is difficult to follow in wartime conditions;</li> <li>• high demands on managerial and human resources;</li> <li>• limited effectiveness in crisis situations</li> </ul>	<ul style="list-style-type: none"> <li>• the model requires simplification and shortening of certain stages for the wartime context, as well as combining formal and informal leadership</li> </ul>

<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>
6. ADKAR	<ul style="list-style-type: none"> <li>• human-centered approach, focus on personnel and their motivation;</li> <li>• flexibility, adaptability, and practicality;</li> <li>• possibility of embedding changes in HR policies, performance evaluation systems, and corporate culture</li> </ul>	<ul style="list-style-type: none"> <li>• limited coverage of the strategic level;</li> <li>• dependence on the availability of a training system;</li> <li>• difficulty of scaling</li> </ul>	<ul style="list-style-type: none"> <li>• the model is suitable for supporting personnel and integrating new employees under human resource risks (migration, mobilization, staff turnover)</li> </ul>
7. I. Adizes' Change Model	<ul style="list-style-type: none"> <li>• systemic view of change;</li> <li>• applicability to various types of organizations;</li> <li>• clear identification of the causes of organizational decline;</li> <li>• suitability for long-term transformations.</li> </ul>	<ul style="list-style-type: none"> <li>• requires in-depth diagnostics and managerial maturity;</li> <li>• difficult for rapid implementation in crisis situations.</li> </ul>	<ul style="list-style-type: none"> <li>• requires simplification and focus on survival and staff cohesion in wartime conditions;</li> <li>• effective for strategic development and preventing business decline in the post-war period.</li> </ul>
8. E. Cameron's change model	<ul style="list-style-type: none"> <li>• flexibility and adaptability to the specific conditions of the enterprise;</li> <li>• the possibility of combining various change management tools;</li> <li>• ensuring a balance between business and people;</li> <li>• emphasis on a systematic approach to implementing change</li> </ul>	<ul style="list-style-type: none"> <li>• requires managerial experience and maturity;</li> <li>• limited applicability in conditions of acute crises</li> </ul>	<ul style="list-style-type: none"> <li>• effective for strategic renewal and business recovery in the post-war period</li> </ul>
9. An Agile Approach to Change Management	<ul style="list-style-type: none"> <li>• high flexibility and applicability in conditions of constant risk;</li> <li>• risk minimization and early detection of errors;</li> <li>• focus on people and teams</li> </ul>	<ul style="list-style-type: none"> <li>• high requirements for team maturity;</li> <li>• increased demands on communication</li> </ul>	<ul style="list-style-type: none"> <li>• most effective for Ukrainian enterprises during wartime, as it enables businesses to survive, adapt, and quickly create value</li> </ul>
10. Модель змін Л. Грейнера	<ul style="list-style-type: none"> <li>• clear logic of growth through crisis;</li> <li>• identifies the type of crisis that is approaching or already occurring;</li> <li>• focus on managerial changes;</li> <li>• ease of practical application</li> </ul>	<ul style="list-style-type: none"> <li>• focus on growth in a stable economic environment rather than on survival;</li> <li>• limited attention to the human factor</li> </ul>	<ul style="list-style-type: none"> <li>• limited suitability for use during wartime;</li> <li>• useful for structured enterprise development and preventing recurring managerial crises in the post-war period</li> </ul>

Compiled by the authors based on [1; 3; 6; 8; 10; 12].

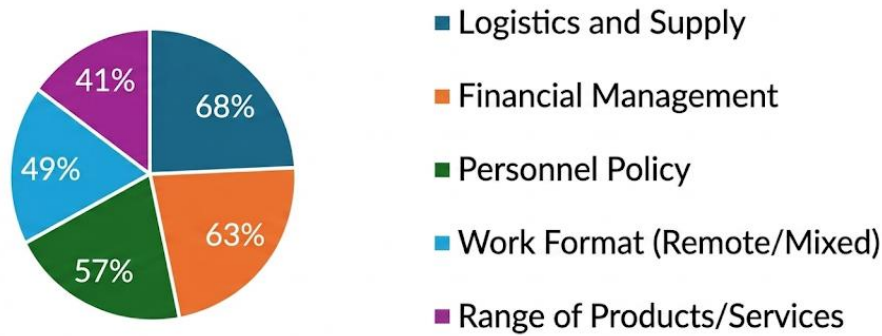
In our view, the most effective approach is an integrated change management strategy that combines elements of the Bridges Transition Model, the Agile Approach to Change Management, and ADKAR. This approach enables the simultaneous consideration of strategic objectives, the human factor, and the need for adaptability, supporting both survival and resilience during the wartime period and the management of recovery and development in the post-war period.

The results of the analysis of change management models are complemented by the findings of our survey-based study of managerial personnel from small and medium-sized enterprises (SMEs) in the Ternopil region under current conditions, regarding the use of change management models. A total of 110 representatives of SMEs participated in the survey, of whom 62% were from small enterprises and 38% from medium-sized enterprises. The survey covered representatives from the majority of economic sectors: services (34%), entrepreneurship and trade (31%), manufacturing (12%), agriculture (18%), and other sectors (5%).

Among the respondents, 71% indicated that the war and prevailing uncertainty had a significant impact on enterprise operations. The main areas affected by changes in small and

medium-sized enterprises in the Ternopil region included logistics and supply management, financial management, human resources policies, product and service assortment, and work formats (Fig. 3).

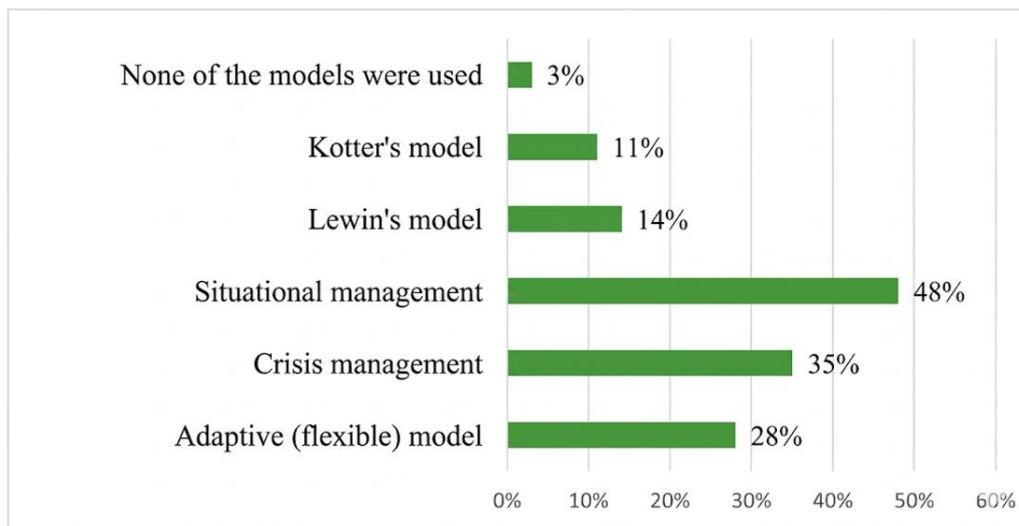
Regarding the nature of change implementation, situational change management accounted for 48%, systematic change management for 39%, and spontaneous, unstructured changes for 15%.



**Figure 3.** Main areas affected by changes in small and medium-sized enterprises in the Ternopil region under current conditions

Compiled by the authors.

The most frequently used change management models were situational management (48%), crisis management (35%), adaptive (flexible) models (28%), Lewin’s model (14%), and Kotter’s model (11%) (Fig. 4).



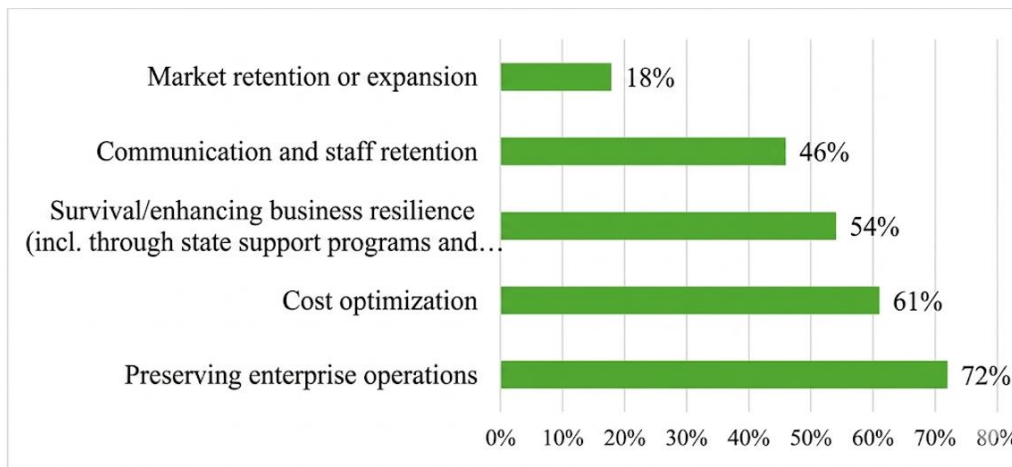
**Figure 4.** Distribution of respondents’ answers regarding the change management models applied under current conditions

Compiled by the authors.

The initiators of changes in small and medium-sized enterprises in the Ternopil region were enterprise owners and managers (52%) and external factors (war, economic situation, partners) – 48%.

Thanks to the application of change management models, SMEs were able to maintain enterprise operations (as reported by 72% of respondents); optimize costs (61%); enhance

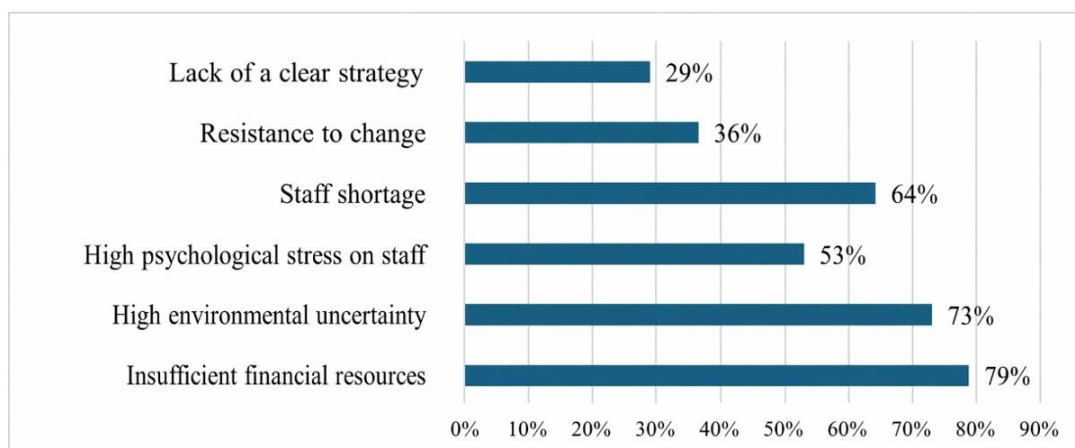
business resilience and ensure survival (54%); retain qualified personnel (46%); and maintain or expand their market presence (18%) (Fig. 5).



**Figure 5.** Distribution of respondents' answers regarding the outcomes of applying change management models under current conditions

Compiled by the authors.

The main challenges in implementing changes in the activities of small and medium-sized enterprises in the Ternopil region included: lack of financial resources (79% of respondents), high environmental uncertainty (71%), psychological stress on personnel (53%), personnel shortages (64%), resistance to change (36%), and the absence of a clear strategy (29%) (Fig. 6).



**Figure 6.** Distribution of respondents' answers regarding the main challenges in implementing changes in the activities of SMEs in the Ternopil region

Compiled by the authors.

The results of the survey of managerial personnel from small and medium-sized enterprises in the Ternopil region regarding the use of change management models indicate that the war has become a driving force for change in SMEs and has led to the widespread adoption of adaptive and crisis management models. A focus on flexible management, effective communication, personnel retention, and rapid decision-making in the change management process enabled the majority of enterprises to maintain operations and enhance resilience in challenging and dynamic external conditions.

**Conclusions.** The study found that war and post war transformations significantly affect all aspects of enterprise activity and serve as an objective prerequisite for implementing changes. Mobilization processes, population migration, and increased psychological stress on employees have significantly complicated the process of implementing change, causing a shortage of qualified personnel and a decrease in labour productivity. The analysis of the main models of change management and staff involvement, as well as the possibilities of their adaptation to the military and post-war context has proven the absence of universal model capable of ensuring the management effectiveness in the condition of high uncertainty. The military and post-war context requires the use of flexible and adaptive approaches focused on simplifying management procedures, reducing the planning horizon, using short-term goals, effective communications and providing psychological support to personal. The results of managers survey of small and medium size enterprises in the Chernobyl region confirmed that the war became the main catalyst for change and contributed to the widespread use of situational, anti-crisis and adaptive change management models.

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