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CRISIS AS DETERMINANT OF ORGANIZATION'S DEVELOPMENT

Article aims to describe crisis as a natural process in the life of the organization. The main definitions related to the issue of the crisis, and causes of crises, both internal and external were presented. This scientific item synthesizes existing literature to create a list of crisis-response models and develops a set of guidelines for appropriate use of a given research. The issue of crisis was considered from methodical positions of its multi aspects, which emerged from the practical needs, known models of crisis management were described, and the relationship between exposure to human factors to crisis, the direction of organizational development, during which there are many models of crisis management and instruments were examined.

Keywords: economic crisis, life cycle, models of organization development.

Ясиньская И. Кризис как детерминанта развития организации. Цель статьи – описать кризис как естественный процесс в жизни организации. Были представлены основные определения, относящиеся к проблеме кризиса, а также причины кризисов, как внутренние, так и внешние. Эта научная работа обобщает существующую литературу для создания списка моделей кризисного реагирования и разрабатывает набор руководящих принципов для надлежащего использования данного исследования. Вопрос о кризисе был рассмотрен с методических позиций его многочисленных аспектов, которые возникли из практических потребностей, были описаны известные модели управления кризисом и взаимосвязь между воздействием факторов человеческого фактора на кризис, направление организационного развития, в течение которого существуют многие модели кризисного управления, также были рассмотрены инструменты.

Ключевые слова: экономический кризис, жизненный цикл, модели развития организации.

Background. The word crisis usually evokes negative emotions. It is mainly associated with a stressful situation, difficult to control, which can only result in a catastrophe. In the era of economic crisis, the impression about the crisis is deepened as a process that is negative and destructive. Although this is undoubtedly a time of danger, pressure and frustration, it can also be a turning point in the life of the organization, the period of repair and development. In the environment and interior of the organization, there

are not only various opportunities to use, but also threats. Vigilance in monitoring any phenomena and processes may weaken the strength of their impact on the company through anticipatory actions undertaken based on the results of potential change projections, which may greatly limit them. In this connection it is necessary to analyze new concepts and methods of monitoring the strategic risk terms, drawing attention to the conflicting strategies are classics from the standpoint of crisis management, reinterpreted some changes in management strategy in situations of uncertainty, which is necessary due to the increasing complexity and unpredictability of events in the organizational environment.

Analysis of recent researches and publications. The concept of the life cycle of the organization, as well as different approaches to the issue are the prelude to a consideration of the life cycle of the organization by L. Greiner. The concept of this author best shows periods of evolution and revolution during the course of the organization. Theoretical discussion of the different stages, which consist of the life cycle of the organization according to Greiner, is the foundation on empirical considerations, for example, the organization selected. In many scientific studies it is explicitly stated that a company develops through crises [1, p. 15–16]. A crisis is defined as a breakthrough, turning point or decisive moment. In order for this to happen, we need the right people who will not only see the crisis as an evil, but also as an opportunity for development and gaining an advantage over competition [2, p. 11]. However, contemporary management literature, identifies the crisis mainly with the threat of the collapse of the organization. K. Ziemiwicz defines a company crisis as an unplanned process, i.e. a sequence of events occurring at a specific time, which are a threat to the existence of an enterprise [3, p. 89]. The crisis is similarly characterized by A. Zelek. According to the author, the crisis comes unexpectedly as a consequence of unpredictable events that disrupt the normal course of business. It cuts the organization from the inside and generates problems in the environment. In other cases, it is approaching slowly, it is drowning the vigilance of managers, it is blinding, in order to finally strike with all its power and reveal itself with consequences that are difficult to remove [4, p. 14].

The **purpose** of the article is to present the crisis, as a natural moment in the organization's life cycle. The period of the revolution may have a destructive effect and actually threaten the existence of the enterprise, however, proper management and anticipation of crises in the organization enables achieving a higher level and development of the subject.

Materials and methods. The study was conducted using the methods of conceptual generalization, comparisons, analysis and synthesis and graphical method, which helped to clarify crisis as determinant of organization's development.

Results. According to B. Wawrzyniak crisis is the situation of an enterprise in which due to the accumulation of various difficulties, the implementation of its basic functions is at stake and at the same time there are real difficulties in solving them. J. W. Gościński believed that every

organization has to deal with a threat situation at all times. The crisis can, therefore, occur always and everywhere [5, p. 300]. Analyzing the definitions of crisis quoted in the management literature, from the point of view of both theory and practice, one can assume that the crisis is [6, p. 15]:

- a situation in which organization's activity is permanently disturbed;
- a situation in which the organization has actually or seemingly lost control over its activities;
- a state that violates the internal balance of the organization;
- a condition that may endanger the existence of the organization or its part (function);
- a state that violates the financial condition of the organization, limiting its development capabilities;
- a situation threatening the implementation of strategic goals;
- a situation characterized by the ambivalence of development and repair opportunities;
- a situation that can destroy the basis of public trust and internal faith in the organization or harm its image. Management specialists advise you not to ask if the crisis will come and when it will happen. They argue that one must be prepared for crisis situations and deal with them with the least possible losses – these are inevitable when the crisis situation becomes a fact [7, p. 64].

To talk about preparing for a crisis, its determinants should be identified. Without knowing the possible causes of the crisis, the organization is unable to defend or prepare for its arrival, and the consequences may actually threaten its functioning. Proper identification of emerging threats and their possible consequences, as well as appropriate control of occurring changes, may not only protect the company from the negative consequences of the crisis, but also allow it to give the organization the opportunity to further develop and seek new opportunities at the micro and macroeconomic level.

Causes of the crisis in the organization. K. Koźmiński distinguishes two types of causes, which result in disruptions in the activities of the organization, and without appropriate preventive actions can lead to a crisis. These are external and internal reasons. The first ones include changes in terms of achieving the company's goals. Primarily in the context of economic phenomena and processes, such as [1, p. 21–22]:

- economic policy towards the organization;
- the rate of economic growth of the country and region in which the organization operates;
- fiscal policy;
- income level of the population;
- consumption model;
- propensity to save and consume income;
- the size and structure of demand for the organization's products, the intensity of competition in the sectors in which it operates;
- conditions resulting from technological environment.

The most common internal cause of the crisis in the organization is the lack of balance between the goals and resources of the company. Erroneous perception of the environment and its position in it leads to dystrophy in the scope of formulated goals and external possibilities of their implementation (competitive struggle, competitive advantages of competitors), as well as resources that are necessary to achieve them. Internal causes of the crisis are shown [1, p. 22–23]:

- 1) lack of vision and mission and clearly defined goals (verified in the context of possibilities existing in the organization's environment);
- 2) ignorance of goals both among employees and managers;
- 3) lack of identification of employees with the organization, which limits their activity, entrepreneurship and the power of motivational impact of incentives;
- 4) a style of management adapted to the conditions (internal and external) in which the organization performs tasks;
- 5) a state of complacency with the achieved results that enable survival and a lack of feeling of internal insecurity (often resulting from the lack of monitoring of the environment and its position in it).

Another reason for the crisis of the organization was S. Sudoła. He distinguished six basic causes of crisis situations in the organization it consists of [5, p. 300–301]:

- an organization crisis that is a consequence of the general crisis at international or national level;
- an organizational crisis that is a derivative of economic development and competition on an international (global), national, regional, branch or industry scale;
- the crisis resulting from the fluctuation of the economic situation may affect the whole economy, a specific industry or only a specific organization, especially when it has a high specialization, making it less susceptible to economic fluctuations;
- the crisis of the organization as a derivative of the systemic transformation of the economy, which occurred in Poland and other countries since 1990;
- internal crisis in the organization, which is caused by low qualifications and the crisis of leadership, erroneous operating strategy, collapse or significant deterioration of the organization's image, errors in the organization's functioning and staff condition (low qualifications, no discipline and, as a result, low productivity, etc.).

Crises caused by external and therefore exogenous causes are called inter-systemic or structural crises, and the spontaneous crisis caused by endogenous causes – the systemic crisis. According to American studies, most of the crises in the organization are of intrinsic character [5, p. 302]. The organization functions in a given environment, at a certain time. Crisis passes through the various phases of the organization's life cycle, which pose challenges, problems and opportunities for it. Therefore, when considering the

crisis of the organization as a natural and unavoidable process, the phase of its life cycle should be taken into account. This is one of the elements that allow an organization to prepare for an emergency situation and take appropriate action to minimize losses.

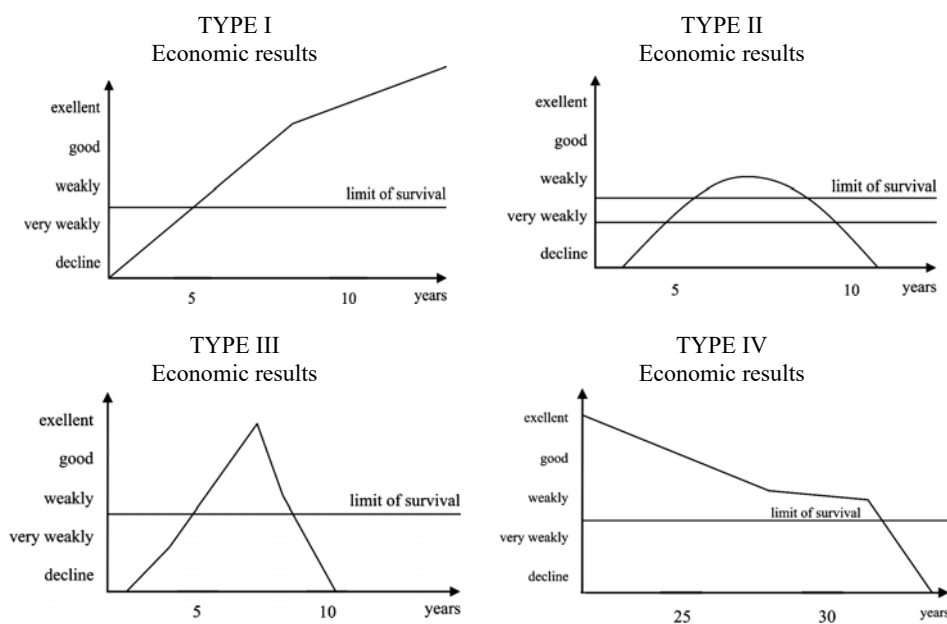
The organization's life cycle. The concept of the life cycle in management science is most often presented in the form of a curve resembling the letter "S", however it is worth remembering that it can also be shaped as a spiral or a circle, which means that organizations, unlike organisms, can often come back to its previous development phases [8, p. 43]. According to J. Argenti's concepts, four types of organizational trajectory can be distinguished (*Figure*) [9, p. 36]:

TYPE I – is a model trajectory of a company developing steadily, without pathological phenomena threatening the disappearance of the enterprise;

TYPE II – presents the classic course of life of a production company, developing slowly (below the average in the industry), as a result of which the financial condition is gradually weakening, which leads to atrophy between the ages of 8-10;

TYPE III – refers to the case of dynamically developing activity (growth rate significantly higher than the growth rate of the sector). After achieving very good economic results after 7-9 years of functioning, there is a rapid weakening of the economic condition;

TYPE IV – concerns cases of enterprises with a longer life cycle, in which good or very good economic results were achieved.



Four types of trajectories of organization life

Source: [8, p. 37].

However, most authors tend to present the life cycle of the organization by distinguishing individual phases. Phase development models have been given a lot of attention in literature. They have both supporters and opponents. The former try to use them in empirical research, while others focus on their criticism [3, p. 100]. However, the phased perception of the organization's life cycle allows modeling of certain phenomena occurring in the organization. The difficulty of assigning a particular phase to the current situation of an organization is based on ambiguous criteria defining individual phases. The organization, making an attempt to determine the stage of its development, must choose the model of life, taking into account macro and microeconomic factors.

R. Griffin [10, p. 386] presented a four-phase model of the organization's life cycle, which consists of individual phases: birth; youth, characterized by the growth and expansion of the organization's resources; middle age is a period of gradual growth, eventually stabilizing; maturity is a period of stability that can eventually turn into decline.

Table presents a synthetic combination of selected company development models. Although it is a list of the presented theories about the life cycle of the organization, it shows how differently perceived and complex this process is, it is worth mentioning that in the described models, the authors usually focus on the interior of the enterprise, not taking into account the influence of internal factors, which is undoubtedly a disadvantage modeling of the organization's life cycle. This disadvantage results, inter alia, from the fact that the organization is an open system subject to the influence of the external environment as well.

Based on the literature of the subject, it can be stated that the models relate to the development of the enterprise, and growth is sometimes only one of several stages of development. The life cycle of the company is presented as the sum of specific phases. The borders between development phases are determined on the basis of qualitative criteria, the most common of which are: organizational structure, entrepreneurial functions, management styles, company culture and flexibility in adapting to changes; sometimes quantitative indicators, such as turnover and employment, are used as the criterion for determining the boundaries. Models of organization development usually assume the possibility of leaving specific phases or changes in their order. They also assume the possibility of returning from a higher to a lower stage of development. Organizational development phases can also interpenetrate. The transition to the next, higher phase may be preceded by a period of crisis. Only a few small growing organizations become medium and large. Many small businesses fail or are absorbed by others. Many companies are still at the same level of development.

L. E. Greiner presented one of the earliest attempts to show the life cycle of an organization using the model. It is his concept, expression that shows the periods of revolution – crises that are moments of disruption in

the functioning of the organization. According to the author, they are completely natural and unavoidable, and overcoming them gives the organization the opportunity to enter a higher phase of development.

Table

Overview of selected organizational development models

Authors (year)	Development phases
J. Adizes (1998)	Courtship, Infancy, Growth, Adolescence, Prime, Maturity, Early bureaucracy, Bureaucracy
N. Churchill, V. Lewis (2003)	Existence, Survival, Early growth, Late growth, Stabilization, Maturity of resources
H. Dodge, J. Robbins (2004)	Early growth, Late growth, Stabilization
R. Flamholtz (2005)	A new venture, Expansion, Professionalization, Diversification, Integration, The Fall / restructuring
G. Goerke (2006)	Starting a business, Diversification, Tensions, Integration
L. E. Greiner (2006)	Concept and its development, Commercializing, Growth Stabilization
A. Monstedten (2007)	Start, Self-organization, Delegation, Diversification Creating structures, Creating a hierarchy Development of management
L. Miller, Friesen (2008)	Birth, Growth, Maturity, Fall
M. Scott, R. Bruce (2009)	Starting a business, Survival, Growth, Expansion, Maturity
R. Smith, M. Mitchel, R. Summer (2012)	Founding of the company, Growth, Maturity
S. Chelpa (2013)	Market entry, Growth, Stability, Inertia
G. N. Chandler (2015)	Initial expansion and accumulation of resources Rationalization of resource use Expansion and diversification Development of the new structure and rationalization of resources

Source: [11, p. 101–102].

Evolutionary-revolutionary model by L. E. Greiner. L. E. Greiner used the term "evolution" to describe the growth phases of the organization, which is characterized by gradual and harmonious growth, while the "revolution" called the period of growth and confusion. Therefore, each phase of evolution creates characteristic of the crisis. In each of these crises, the old structure and style of management, the system of motivation and control to such a degree deviate from the needs that a change is necessary [9, p. 71]. Each of the phases is characterized by data for her situations and problems. Overcoming the crisis makes it possible to move to the next phase of the organization's life cycle. However, mastering the crisis requires organization of revolutionary changes, both qualitative and quantitative.

Phase 1: growth through creativity and the crisis of leadership. Establishment and growth of the organization are possible due to the innovativeness of the entrepreneur-owner activities. Goals are primarily production and sales. The entrepreneur conducts control using the information on turnover and profits. The style of management is autocratic, and the organizational structure is largely informal. The entrepreneur's behavior is characterized by technical orientation and usually disregarding the approach to organization and management [12, p. 22]. Growth causes many activities to become a problem. The organization lacks formal communication and there is a lack of financial control. During this period of revolution, a leader is needed – a strong manager.

Phase 2: growth through leadership and the crisis of autonomy. The organization, which will survive in the first phase, continues to grow thanks to the improvement and development of the management system. An organizational roleplays an important role at the new stage of development. The division of labor and specialization harmonize and stabilize technical and production and administrative-commercial activities. In this phase, planning and budgeting systems are used, and the cost and performance record system is consistently expanded [13, p. 18]. The progressing process of bureaucratization and limited decision-making at the lowest levels of management lead to a crisis of autonomy. Centralization of decision-making limits development. The company is not able to react quickly to changes occurring in the environment, the company's flexibility is inhibited. Lower-level managers are blocked by a rigid hierarchical structure, and as a consequence, it inhibits further growth and development of the organization.

Phase 3: growth through decentralization and control crisis. The reaction of the supreme leadership to the crisis of autonomy is decentralization. Delegations are delegated to lower levels of management. This improves the flexibility of the organization. Lower-level managers have appropriate competencies, react faster to changes in the environment, making decisions faster. Senior managers focus on management and monitoring. Communication between the headquarters and departments is rare [13, p. 23]. During the revolution, the supreme leadership states that it has lost control over autonomous areas. Managers work without coordination of plans, money, technology, etc. At this point in the organization's life cycle, management coordination becomes necessary.

Phase 4: increase through coordination and bureaucracy crisis. In the fourth phase, decentralization and further growth take place thanks to the improvement and formalization of both the company's policy (establishing standard procedures and introducing appropriate modifications in the organizational structures). Coordination by formulating procedures and rules of operation is, however, only useful in stabilized conditions. At this stage of development, coordination techniques focused on the organizational structure are more effective. Two basic types of structures are recommended – task teams and squadron structures.

Phase 5: growth through cooperation and crisis? The effects of negative phenomena occurring at the fourth stage of development can announce cooperation and teamwork. It was noted that employees achieve better results if they are trusted and given considerable autonomy. The form of the participatory (participating) style of leadership are teams. It is believed that such participation has a significant impact on the development of engagement and effectiveness in achieving the organization's goals. Taking a model perception of the organization's life cycle, it can be assumed that after the growth phase, through cooperation, there will be another period of revolution.

L. E. Greiner admitted that there was a certain inconsistency in the model he developed. The point is that any solution that seems perfect at the moment carries a germ of crisis. Often, because it turns out that what was once the best, now does not bring results. Unfortunately, many managers still do not understand this obvious truth [13, p. 25].

An unambiguous definition of the life cycle phase in which an organization is located is a difficult and complex task. This is mainly due to imprecise definition of individual phases, as well as the possibility of occurrence of certain problems in the organization, characteristic of various stages in the organization's life cycle. Therefore, this problem should be viewed holistically and generalization of certain processes.

The organization's life cycle on the example of a service organization. The service organization GLOB conducts activities related to conducting events. In 2013, two owners started activities closely related to advertising on the Internet. Organization GLOB is based in Warsaw. Two people were employed by the owners. An employee dealing in graphic work and a coordinator of orders from clients. Due to the increasing tendency of the importance of advertising on the Internet, more people were hired. In 2014, two people were employed: the second graphic designer and the person of programming works. Along with the enlargement of the team, the company headquarters changed. In mid-2015, the team was joined by two more people responsible for task coordination and contact with the client.

The mission of the organization is to prepare a banner advertisement and create *www portals*. The mission is to consolidate the brand in the minds of customers and to spread through the marketing of word of mouth so that it reaches potential customers. The company wants every potential customer to be satisfied with the services and recommend services to other websites. The strategic goals are to increase the market position and to be among the leaders in two years. The organization was compared to K2, Opcom, Artegence agencies. The organization cooperates with the most viewed portals in Poland. Execution of orders for portals: Onet.pl, wp.pl, interia.pl, gazeta.pl.

In order to determine the phase of the organization's life cycle, a survey and an interview were conducted: Summarized survey results are as follows:

The organization is focused mainly on production and sales. The organizational structure is informal, as is communication. Making decisions, at the operational and strategic levels, are taken by the main manager, in this case

the owner. These phenomena are characteristic of the first phase of the organization's life cycle in L. Greiner's model. The lack of detailed regulations and formal procedures, the lack of planning and budgeting systems introduced to the company, as well as the fact that the cost and performance record systems are not developed, also prove that the organization is in one of the initial stages.

However, it is not possible identify stage at which the organization is located. In this case too, a holistic view of the organization is needed. In the organization, the main manager represents a participative management style. Individual awards have been introduced, which is characteristic for later stages of the organization's life cycle. Also the crossing of competences, rather, it appears in a later period of activity.

Taking into account the most characteristic features of individual phases, the development of the organization over time and the number of employees, the most arguments support the placement of the organization in the first phase of the life cycle, or according to L. Greiner, in the phase of growth through creativity. With further development of the organization, problems can be expected related to the lack of formal communication or the lack of a specific organizational structure. The owner may face the problem of mastering all problems appearing in the company and the lack of professional management.

Conclusion. The aim of the article was to present the crisis as a natural life cycle of the organization. It was pointed out that crises go through different phases of life along with the organization. Only thoughtful and properly coordinated management of the organization gives the possibility of a smooth transition through the "revolution" of the crisis. Attempts to anticipate possible complications give the opportunity to better prepare for the crisis and minimize the risk of its occurrence.

Although the crises in the organization are an inseparable element of running a business, it is worth perceiving them not only as a threat to existence, but as an opportunity for development and achieving a significant position on the market. The presented model by L. Greiner indicates the occurrence of "milestones" in the organization in the form of various stages of development, separating the probability of a crisis. Each of the phases may be a premise for making changes in the organization. Such a management method may apply to the operation of the organization, because the crisis can become easily diagnosed.

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Ясінська Й. Криза як детермінанта розвитку організації.

Постановка проблеми. Під час оцінювання кризових явищ і процесів у контексті аналізу проблем функціонування та розвитку організації домінують концептуальні підходи до ідентифікації економічної кризи як негативного та руйнівного процесу. Хоча економічна криза оцінюється як час небезпеки у функціонуванні організації, вона також може бути поворотним моментом у стратегічному розвитку. Тому в процесі управління змінами в динамічному організаційному середовищі необхідно враховувати не тільки різні загрози, але і можливість кризового стану організації. У зв'язку з цим необхідно проаналізувати нові концепції та методи контролю за термінами стратегічного ризику, переосмисливши концептуальні підходи до управління змінами в організації в умовах невизначеності, що є необхідним унаслідок зростаючих загроз та непередбачуваності подій в організаційному середовищі.

Аналіз останніх досліджень і публікацій показав, що попри достатній рівень забезпеченості необхідними моделями, методами, техніками та інструментами антикризового менеджменту, використання яких дає змогу нейтралізувати негативні прояви кризових явищ і процесів, залишаються недостатньо розробленими науково-методичні аспекти освоєння кризи в контексті організації революційних змін і досягнення вищої ефективності управління організацією.

Мета статті – проаналізувати методологічні підходи до ідентифікації кризи, що визначається як природний життєвий цикл організації.

Матеріали та методи. Дослідження проведено з використанням методів концептуального узагальнення, порівняння, аналізу та синтезу, а також графічного методу, за яким детермінізовано кризу в контексті розвитку організації.

Результати дослідження. Якість управління обумовлює кризові явища в організації, які призводять до падіння економічної активності і зменшення конкурентоспроможності. Неоднозначне визначення етапу життєвого циклу, на якому перебуває організація, є важливою проблемою для керівників. Здебільшого це пов'язано з неточним визначенням окремих фаз, а також можливістю виникнення певних проблем в організації, характерних для різних етапів її життєвого циклу. Тому цю проблему слід розглядати цілісно, узагальнюючи деякі процеси. Хибна управлінська реакція на кризу ще більше ослаблює організацію, посилюючи кризу, хоча за умови використання певних правил управління, що дають змогу побороти кризу, остання може бути використана як шанс для оновлення і розвитку підприємства, покращання його конкурентоспроможності.

Аналіз причин криз в організації за категоріями невизначеності та ризику, які стосуються взаємопов'язаних фаз стратегічного управління – думки і дії, доводить, що під управлінням ризиками слід розуміти дії, спрямовані не тільки на їх обмеження, а й усвідомлену максимізацію можливих вигод. Проблемою залишається можливість вимірювання ризику економічної діяльності з тим, щоб виявити великі або незначні, прийнятні або неприйнятні ризики, які є неодмінною складовою функціонування організації в ринковій економіці за наявності різних джерел і причин їх виникнення, диференційованості умов протікання й отримуваних наслідків, що вимагає застосування різноманітних запобіжних заходів з виконання антикризових дій.

Організація функціонує в певному середовищі, в певний час. Криза проходить через різні етапи життєвого циклу організації. Тому, розглядаючи кризу організації як природний і неминучий процес, слід враховувати фазу його життєвого циклу. Це один з елементів, які дають змогу організації підготуватися до надзвичайної ситуації та взяти належних заходів для мінімізації втрат.

Кризи переживають різні етапи життя разом з організацією, однак, тільки продумане та належним чином координоване управління організацією надає можливість плавного переходу через "революцію" кризи. Спроби передбачити можливі ускладнення дозволяють краще підготуватися до кризи та мінімізувати ризик її виникнення. Точне діагностування причин кризових ситуацій вимагає вміння відрізнити симптоми від причин, виділяючи кризові сигнали із внутрішнього та зовнішнього середовищ. Симптом – це тільки показник, а не причина негативного явища, яка є складною для визначення, неочевидною і завуальованою через впливи інших чинників, якими можуть бути неправильно визначена система цінностей організації, невідповідна місія, невластиві компетенції керівних кадрів тощо.

Висновки. На відміну від існуючих публікацій, розглядаються проблеми детермінації кризових процесів в організації, які найчастіше є наслідком помилок в управлінні змінами через хибну інтерпретацію сигналів попередження, в зв'язку з чим стають точкою зламу функціонування, причиною падіння і викликом для керівництва в пошуку шансів для їх ліквідації.

Найпоширенішою внутрішньою причиною кризи в організації є відсутність балансу між цілями та ресурсами організації. Помилкове сприйняття зовнішнього середовища та місця організації в системі ринкових координат призводить до розбалансування системи управління в рамках сформульованих цілей та зовнішніх можливостей їх реалізації (конкурентна боротьба, конкурентні переваги конкурентів).

Чинниками, які ускладнюють кризові явища, і ситуації, що виникають у перебігу змін в організації, є використання для управління процесами змін традиційних методів, підходів і стилів керівництва, відсутність у керівників і персоналу організацій як теоретичних знань, так і практичного досвіду належного і ефективного управління в умовах динамічних змін, вмінь проведення чіткого аналізу та оцінки домінантних змін, обрання і визначення дій, врахування всіх можливих обставин і умов функціонування організації і насамперед змін, які відбуваються в її оточенні. Отже, криза як шанс для успіху вимагає умілого залучення нових знань і тріади нових стратегічних ресурсів сучасних організацій: інформації, людського та інтелектуального капіталів, креативності, в зв'язку з чим наголошено на необхідності зосередження на головному ресурсі – людському, адже люди – це фактор успіху змін.

Викладені концептуальні положення детермінації кризи в контексті організаційного розвитку потребують подальшого наукового дослідження в напрямі зниження рівня ризиків управління змінами в організаціях.

Ключові слова: економічна криза, життєвий цикл, моделі розвитку організації.