

*A. Vdovichenko, a third-year student,
A. Raboshuk, PhD in Acc., Ass. Prof., research advisor
Zhytomyr State Technological University*

CLASSIFICATION OF CHANGE MANAGEMENT THEORIES: A CRITICAL REVIEW

The Urgency of Research. The present-day economic performance of the biggest manufacturing companies in Ukraine is under the influence of the changing society and EU integration process that can be observed. The competitiveness of the Ukrainian entities needs to be increased despite the difficulties connected with the political and social situation, otherwise, the companies are bound to go bankrupt and thousands of employees are at a high risk of losing their jobs and earnings.

The aim of the research is to take a closer look at the possible ways of introducing changes into the companies' management under the conditions of the lack of financing and work out their comparison.

Change management is a quite popular issue in the number of the scientific papers and research publications. As the famous statistician George Box said "essentially, all models are wrong, but some are useful". It is worth mentioning that organizational change management (OCM) is a structured approach in an organization for ensuring that changes are smoothly and successfully implemented, and that the lasting benefits of change are achieved.

On the basis of the study the comparative characteristics of the most famous ones has been worked out: 'Kotter's Eights Steps to Change', 'Bridge's Transition Model', 'Roger's Technology Adoption Curve', 'Prosci's ADKAR Model'.

Kotter's Eights Steps to Change. John Kotter's (1996) eight steps to transforming organizations are based upon analysis of 100 different organizations going through change. His research highlighted eight key lessons which he converted into a practical eight-step model: 1) create urgency; 2) form a powerful coalition; 3) create a vision for change; 4) communicate the vision; 5) remove obstacles; 6) create short-term wins; 7) build on the change; 8) anchor the changes into the corporate culture. Although represented by Kotter in a linear fashion, experience suggests that it is better to think of the steps as a continuous cycle to ensure that the momentum of the change is maintained.

Bridge's Transition Model – the ideas of Bridges (1991) on transition provide a good understanding of what is going on when an organizational change takes place. This three-stage model focuses on the adjustment that people make when they are going through the transition. Bridges states that "transition starts with an ending and ends with a beginning." He differentiates between change and transition, according to him change is a situational and happens without people transitioning and transition is psychological and is a three phase process where people gradually accept the details of the new situation and the changes that come with it.

Roger's Technology Adoption Curve. The technology adoption lifecycle model, based on his theory of diffusion of innovation (1962), describes the adoption or acceptance of a new product or innovation, according to the demographic and psychological characteristics of defined adopter groups. The process of adoption over time is typically illustrated as a classical normal distribution or "bell curve". The model indicates that the

first group of people to use a new product is called "innovators," followed by "early adopters." Next come the early and late majority, and the last group to eventually adopt a product are called "laggards." The curve creates the foundation of 5 step process of technology adoption – Knowledge, Persuasion, Decision, Implementation, Confirmation.

Prosci's ADKAR Model. Developed in 1998 by Prosci, after research with more than 300 companies undergoing major change projects, ADKAR is a goal-oriented change management model that allows change management teams to focus their activities on specific business results. The model was initially used as a tool for determining if change management activities like communications and training were having the desired results during organizational change.

Taking into account that the most successful companies in the world represent the highest level of change management strategy, one should bear in mind that intellectual asset of such companies are the most productive and valuable. Therefore it is a change management model that should be given attention as well as any manager should do everything to make the method of changing and learning as infinite and effective process.

Conclusions. We consider ability of the company to innovate and change to be its competitive advantage. Thus, the Ukrainian companies should develop from the past-oriented, closed and passive organizations into the flexible and open to the new strategies and effective management methods.