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**MASTER THESIS**

**THE ROLE OF CHANGE MANAGEMENT IN ENHANCING  
BUSINESS PROCESSES DURING CRISIS BASED ON EXPERIENCE OF  
UKRAINIAN ORGANIZATIONS**

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# INTRODUCTION

**Relevance of research topic.** From theoretical point of view, master thesis provides with structured analysis of scientific papers that explore role of change management in improving business processes with an implication on managing a change in crisis conditions. The work systemizes common change management approaches important for implementing a change in an organization. From practical point of view, research may be used as guideline on how to manage organizational change under crisis conditions based on experience of Ukrainian organizations that implemented a change in business processes in war environment. Readers could analyze frequent challenges in improving business processes, predict risks of managing a change under crisis, use specific change management approaches that were efficient for Ukrainian organizations.

**The level of exploration of the topic.** In the scientific literature, numerous works explore the concept of change management, different change models, concept of business process management. However, few works provide with theory how to work with organization change to improve business processes during a modern crisis such as wars, pandemics, financial crises etc. As for researchers who worked on similar topics and highlighted how change is implemented under crisis, I can name works of Nazmul I. (2022). *Managing organizational change in responding to global crises*; Dahl M., (2011). *Organizational change and employee stress*; Alves J., Ferreira A. and Nadae J. (2021). *Crisis and risks in engineering project management: a review*; Hussain T., Lei S., Akram T., Haider M., Hussain S., Ali M. (2018). *Kurt Lewin's change model: A critical review of the role of leadership and employee involvement in organizational change*; Nagel L. (2020). *The influence of the COVID-19 pandemic on the digital transformation of work*; Su F., Mao J., Jarvenpaa S. (2023). *Organizational path transformation in response to disruptive environmental changes: The role of middle managers*. Besides, literature on change management (Lewin, Kotter, Mento, Jick, Cumming and Woorley's, Alvesson, Hiatt, Hodges, Stenzenberg etc.), business process management (Allweyer, Laguna M., Marklund etc.), transformational leadership (Bass, Burns etc.) was examined. Based on this literature I applied induction to understand their interconnection and influence on each other. Overall, seventy sources were used.

**The novelty of master thesis.** The novelty of work is that it researches change management approaches applied by Ukrainian organizations to improve business processes during the war and examines influence of war on business processes.

**The problem of the Master thesis** is what is a role of change management in improving business processes under crisis conditions based on experience of Ukrainian organizations.

**The aim of the Master thesis** is to determine the role of change management in improving business processes based on the experience of Ukrainian organizations that implemented a change during the war.

**Objectives of the Master thesis.** To reach the aim of the Master thesis we set the following objectives that are associated with each of the chapter.

First chapter:

- analyze and systemize relevant scientific literature in the fields of change management, business process management, transformational leadership to define the role of change management in improving business processes under crisis conditions;
- systemize and compare change management models;
- describe common approaches of change management models;
- define how transformational leadership facilitates the implementation of change;
- compare transformational leadership with other leadership styles;
- describe business process management concepts.

Second chapter:

- define the purpose of the research;
- define data collection method;
- develop questions for conducting interviews to collect data;
- define target audience of the interview and find participants of the interview;
- describe background of organizations participating in the research;
- conduct 10 live interviews;
- organize collected data in transcripts;
- define data analysis method;
- conduct thematic data analysis with the help of the software to define data patterns.

Third chapter:

- identify how Ukrainian organizations improved business processes during the war and what change management approaches were applied;
- define how Ukrainian organizations exercised transformational leadership in implementing a change;
- determine war impact on business processes in Ukrainian organizations clarifying the most common challenges for managing change during the war;
- determine factors that facilitated implementing change during the war.

**The methods deployed by the Master thesis.** For the analysis of scientific literature, following methods were used: analysis, synthesis, induction and deduction, and comparison.

These methods facilitated systemizing of relevant scientific literature and highlighting important findings. I applied interview as data collection method. It is suitable for conducting qualitative research and require moderate number of participants to find data patterns. The interview benefits in explaining behavior of research participants, analyzing experience of individuals by utilizing open-ended questions. Interview helps to understand main motives of the individual, explain the phenomena based on participant answers. It allows to analyze the participants experience deeper because of face-to-face communication. I utilized thematic analysis to find data patterns in transcripts that explain participants behavior. Thematic analysis provides with structured framework for developing themes based on coded answers. It is transparent and simple to use. The narrative literature analysis method is beneficial in interpreting research participants behavior by analyzing narratives (transcripts) and finding common data patterns.

These methods were chosen for the following reasons are relevant for conducting qualitative research, feasible in implementation and suitable for researching the problem.

**Geography of the research.** The research covers Ukrainian organizations: IT recruitment agency UPpeople, educational companies ZNOUA, UGEN, youth NGO Foundation of regional initiatives, private university Kyiv School of Economics.

**Research limitation.** Research is limited to the comparison of 6 change management models: Kotter's 8-step model, Mento's 12-step model, Jick's 10-step model, Cumming and Wooley's 5-step model, ADKAR and Kurt Lewin's 3-steps model. The work is narrowed by describing the experience of 5 Ukrainian organizations from the sphere of IT, education and NGO in implementing a change under war conditions.

#### **The description of the structure of the Master thesis.**

First chapter 'Analysis of scientific literature in the role of change management in enhancing business processes during crisis' reveals general concept of change management, change management models efficient in managing organizational change during a crisis; role of transformational leadership in implementing change; general concepts of business process management. Second chapter 'Research methodology used in researching role of change management in improving business processes during war' describes purpose of the research, data collection and data analysis method. Third chapter 'Change management approaches that Ukrainian organizations used in improving business processes in a war environment. Impact of war' describes change management approaches that Ukrainian organizations applied in change implementation and outlines the influence of the war on business processes of Ukrainian organizations. Conclusions and recommendation provides with condensed overview of master thesis and recommendations for future researches. List of references contains sources used for conducting the research. Summary provides short information about the Master thesis.

# **1. ANALYSIS OF SCIENTIFIC LITERATURE IN THE ROLE OF CHANGE MANAGEMENT IN ENHANCING BUSINESS PROCESSES DURING CRISIS**

## **1.1 General concept of change management and its challenges**

Change management is the planning and implementation of activities needed to transit from the current state to the desired state. Change is derived from numerous factors such as the entrance to new markets, the emergence of modern technologies, the need to keep up with competitors, outdated processes that require optimization, facing global crises, and others. It is important for an organization to adapt to changes to survive in a new environment (Alvesson, Sveningsson, 2008). Change can be planned or unplanned. In the case of planned change, it is desired by the organization, the targeted result is defined, actors are defined, stages of change are identified and the plan is cautiously made. In contrast to unplanned changes, it emerges unexpectedly, mostly because of unforeseen conditions, and might not be desired by humans. Moreover, unplanned change can lead to an undesired state of organization because of the uncertainties it brings. Unplanned changes require consolidated prompt efforts to deal with crises situations (Poole, Van de Ven, 2004). Another change classification is reactive and proactive. Reactive change happens in case inner and outer forces push for change in the organization. Proactive is change initiated by the organization (Pierce, Gardner & Dunham, 2002).

Nowadays organizations face global crises such as the global financial crisis in 2008 that facilitated closure of a huge number of businesses that were dependent on their strategic path. Those organizations that exercised rapid organizational change managed to continue operating in the markets. One of the key factors were the delegation of functions to middle managers, the creation of competitiveness among them, leadership and constant communication (Su, Mao and Jarvenpaa, 2023).

Another case of the global crisis is COVID-19. Coronavirus became the catalyst of deep organizational changes that were called by the need to adapt work to the pandemic environment. COVID-19 caused restrictions on face-to-face communication, thus office work became dangerous and limited by legislation. Up to these restrictions businesses had to adopt by transferring from on-site work to remote type of work. This change needed the development of a new remote work environment (Nagel, 2020). It is worth to mention the Ukrainian-Russian war. In 2022 Russia launched a full-scale invasion in Ukraine. The whole economy was influenced by the invasion as businesses had to adapt to work under martial law. War facilitated the change of supply chains, prices, demographical situation. For example, businesses had to relocate from the temporarily occupied territories or active combat zones; change their core products and look for another target audience; work under shelling and in conditions of severe blackout. Companies

had to rapidly change their focus to producing products and services that would be relevant to the needs of society in the war environment. (OECD, 2023).

The crisis provokes a high degree of uncertainty in the organization, as work is difficult to plan because of the fast-changing environment, and restrictions that can be imposed. Change may disrupt the predictability of the process and lead to frustration and confusion as employee needs to learn new activities, obtain new knowledge, and change his/her work routine (Dahl, 2011).

Change during a crisis features higher complexity, as it may be difficult to predict. As a result, organizations need to conduct change in a complex environment and deal with crisis consequences to stabilize the environment for the change management process. The crisis may cause the reprioritizing of tasks. (Alves, Ferreira, Nadae, 2021).

Change during a crisis requires solid trust in leadership, clear communication with employees of each stage, strong social bonds, and transformational leadership. Change in time of crisis features a higher degree of complexity as employees may feel a high degree of uncertainty and fear of change outcomes. The social bond theory explores that relationships between leaders and followers encourage them to keep organizations' rules and be committed to change. Trustful relationships between leaders and followers decrease the risk of negative attitudes to change (Nazmul, 2022).

Stolzenberg and Heberle (2022) differentiate 3 levels of change:

- Change in organizational structure
- Change in the process organization
- Changes in cooperation and personal work behavior

It is noticed that change can occur on different levels simultaneously. One of the most challenging types of change is an organizational change which is characterized by the shifting of an organization's structure or its important functions in a limited time to achieve a strategic goal. Organizations face organizational change when there is a need to alter products or services, optimize modern processes, and keep up with competitors and other factors.

## **1.2 Change management models efficient in managing organizational change during a crisis**

There are different change management models that outline process of a change clarifying sequence of change required to reach desired result. For comparison I chose Kurt-Lewin's, Kotter's, Cumming and Worley's, Mento's, Jick's, ADKAR change management models as they share similar approaches and have different level of exploration of change management process. As a result, it is possible to highlight important change management approaches and concentrate on them for further analysis.

For the beginning, it is important to describe Kurt-Lewin change management in order to compare it with others. Comparison is provided in the tables below and describes how Kurt-Lewin's model's phases correspond to other change management models.

### **Stage 1. Unfreezing**

Lewin emphasizes the necessity of transforming groups' norms, routine, and behavior and during refreezing organizational behavior, its values, processes may need to be altered to proceed with change. Unfreezing stage refers to preparing organization for accepting of change and breaking existing quasi-stationary equilibrium state in organization (Lewin 1958). Lewin says that group forces can become an obstacle for change. To adopt new behaviour, current equilibrium must be destabilized. So, it is important to alter people's behaviour so that they would accept change. It is vital to destabilize existing status pro in organization to start transformation. To unfreeze process, change manager has to provide proves of urgency which point out why change is critical now. Unfreezing change may cause negative attitudes from employees as change predicts uncertainties. Urgency facilitates employees motivation. During unfreezing change change managers have to analyse the needs of organization, having conducted research, outline reasons that drive a change, analyze stakeholders, people who will be affected by change and who can support the change. Also it is important to formulate a problem and develop vision and strategy that will explain the way to vision. Besides, unfreezing change includes vision communication.

### **Stage 2. Moving (changing)**

During this change employees start to deal with uncertainties posed by change. People learn new processes by implementing change. Two crucial factors in the movement stage are information flow and leadership (Hussain, Lei, Akram, Haider, Hussain & Ali, 2018). Informational flow is related to knowledge sharing. While implementing a change, employees need to share their obtained knowledge of the process, methods, tools, enhance their skills, talk openly about existing problems and how they may be solved. This information has to circulate in organization accelerating change process. Knowledge can be shared on different levels: individually, as a group, as an organization. Uriarte (2008) calls this concept of knowledge sharing in the format of 'individual-group-organization' as 'enablers, levers and the foundation respectively. It is crucial that knowledge is integrated on all organizational levels for change. Documentation of knowledge is powerful instrument too as it helps to capture vital information for learning of other colleagues and provides with access to these documents. It is vital to create motivation to learn among employees as implementation of change requires obtaining new knowledge to execute new processes. Learning facilitates accepting of change.

Leadership is connected to the influence of, for example, change agents on the organization to reach the desired state. Leadership is accelerator of change and without leadership change may



fail. Leaders are responsible for motivating change, developing vision, support among organization, managing transition of change and its integration (Cummings and Worley, 2003) During implementation, it is vital to keep a sustainable approach. More specifically, change has to be supported with frequent communication, constant support of vision followers and motivation. Employee involvement in change can be based on 4 factors (power, information, knowledge and skills, rewards (Hussain et al., 2018). Employee engagement is factor that help to decrease resistance and drive achieving of change. Involvements facilitates motivation and commitment to change and change managers should support this involvement while change is being implemented. Manager’s support can be implemented in form of training, mentorship, coaching etc. Managers should delegate responsibilities to employees and enable them to make decision, this approach will increase change efficiency as employees receive important instrument for making decision independently (Armenakis, Harris, 2009)

**Stage 3. Refreeze.**

Refreezing stage refers to integrating change into organizational processes. Without proper support for the integration of change, it may roll back to the previous state. It is important to pay attention to integration efforts and refreeze new behavior in an organization. Sustaining leadership, transparent feedback process, learning, and communication are key factors in refreezing change in the organization. Change managers shall analyze the burdens that disrupt change rooting and try to address them with relevant strategies. This new state has to become a new status quo for employees and accept it as a normal work routine (Santos, Queiroz, Borini, Carvalho & Dutra, 2023).

**Kotter’** change management model is made of 8 steps. It provides a sequency of steps that are needed to implement a change efficiently (Kotter, 1996). John Kotter 8 step model has similar flow as Kurt Lewin’s flow (Sarayreh, Khudair & Bakarar, 2013). Kotter specified 8 steps in details that helps to guide process of change in details. Kotter also emphasize on the necessity to change people’s behavior to implement change as just a change in strategy does not guarantee that people adopted new pattern of work behavior. Brotten and Salman, 2017 states advantages of Kotter model is that it provides with detailed flow how change can be managed; can be applied in different context; focuses of developing a vision, communication, generating first results; provides with details on how to work with a resistance. Table 1 below shows comparison between Kurt-Lewin’s model and Kotter’s model according to the phases of change and illustrates that models outline the same workflow, but with different level of specification.

Table 1.

*Comparison of Kotter’s model against Lewin’s model.*

Unfreeze	1) create urgency;
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	2) form a guiding coalition; 3) create a vision for a change; 4) communicate a vision;
Moving	5) empower others to act on vision; 6) generate short-term wins; 7) consolidate improvements;
Refreeze	8) institute a change.

Source: Abdelouahab, Bochra, 2021.

**Mento's** change management model offers a detailed approach with 12 steps for implementation of a change (Mento, Jones, Dirndorfer, 2002). Table 2 illustrates comparison of Manto model and Lewin's model and shows how they are related.

Table 2.

*Comparison of Mento's model against Lewin's model.*

Unfreeze	1) determine the idea and its context; 2) define the change initiative; 3) evaluate the climate for a change; 4) develop a change plan; 5) identify a sponsor;
Moving	6) prepare recipients of change; 7) create cultural outfit; 8) develop and choose a change leader team; 9) create small wins for motivation; 10) constantly and strategically communicate the change; 11) measure progress of the change effort;
Freeze	12) integrate lessons learnt.

Source: Abdelouahab, Bochra, 2021.

**Jick's** change management model contains 10 steps specifying change management process (Jick, 1993). Table 3 compares Jick's model and Lewin's change management model.

Table 3.

*Comparison of Jick's model against Lewin's model.*

Unfreeze	1) analyze the organization and the need for a change; 2) create a shared vision and common direction;
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	<ul style="list-style-type: none"> <li>3) separate from past;</li> <li>4) create sense of urgency;</li> <li>5) support a strong leader role;</li> <li>6) line up political sponsorship;</li> </ul>
Moving	<ul style="list-style-type: none"> <li>7) craft an implementation plan;</li> <li>8) develop enabling plan;</li> <li>9) communicate, involve people and be honest;</li> </ul>
Freeze	10) reinforce and institutionalize the change.

**Cummings and Woorley** change management model consists of 5 steps (Cummings and Worley, 2003). We can see comparison between Cummings and Worley and Lewin’s models in table 4.

Table 4.

*Comparison of Cummings and Woorley model against Lewin’s model.*

Unfreeze	<ul style="list-style-type: none"> <li>1) motivating a change</li> <li>2) creating a vision</li> <li>3) developing political support</li> </ul>
Moving	4) managing the transition
Freeze	5) sustaining momentum

Source: Abdelouahab, Bochra, 2021

**ADKAR** model was established by Jeffrey Hiatt. Hiatt considers that change can happen when individuals change. Leaders should focus on activities that facilitate individual transformation. It provides a strategy on how individual resistance towards change can be managed in 5 phases (Hiatt, 2006). Samer (2021) considers that ADKAR and Kurt Lewin’s model can be related in following components. Table 5 provides with comparison of ADKAR and Lewin’s model.

Table 5.

*Comparison of ADKAR model against Lewin’s model.*

Unfreeze	<ul style="list-style-type: none"> <li>1) awareness;</li> <li>2) desire;</li> </ul>
Moving	<ul style="list-style-type: none"> <li>3) knowledge;</li> <li>4) ability;</li> </ul>
Freeze	5) reinforce.

Source: Samer (2021).

Additionally, I can mention **McKinsey 7S model** that is contextual framework for a change management. McKinsey 7S model was developed by Waterman, Peters and Philips in 1980. The model analysis organizational design. 7S model illustrates how a company can succeed interacting with the model's main components: structure, strategy, skills, system, shared values style, and staff. All components are interconnected with shared values placed in center (50 minutes.com, 2015).

**Structure:** defines how organization is build, what type of organizational structure it has. Structure shows how departments and functions are combined.

**Strategy:** a way for achieving vision that is supported by values. Strategy is a plan that illustrate different steps, activities and milestones that facilitate implementing of vision. Vision is the source for vision.

**Systems:** identify the main rules of organization and main processes that are executed in the company.

**Staff:** refers to human resources. It illustrates how employees are recruited, how organization make decision concerning a new hire, onboarding of employees, how they are adapted in a new environment, how employees are trained to have the necessary knowledge and skills for executing work and motivational systems, for example, compensation package, benefits, individual development plan with KPIs etc.

**Skills:** analysis of the main skills that employees in the organization possess. Skills can be summarized by division.

**Style:** defines leadership styles that top management and division managers adopted in their work. Leadership style explains how the team is managed, how decisions are made and the core factors of decision.

**Shared values:** define main values in corporate culture and what guides decision. Vales determines principles that organization adopted in its operation. Values influences the way company operate (Peters, Waterman R.,2012).

Change manager may analyze what areas in the model is not aligned properly and what requires change. Change manager shall find what exact components needs altering and what changes can accompany alignment. Alignment is a marker that company is ready for achieving of goals.

Based on analysis of change management models, I can highlight important approaches in implementing a change:

#### **Determine idea and the context**

Change management process requires thorough planning. Change manager has to hold meetings with stakeholders to understand the urgency of change, organizational readiness, and

potential risks it may bring. Often this information is elicited through in-depth interviews, workshops, and surveys. Change manager has to define change process requirements, goals of change, and activities necessary to achieve goals, stakeholders that will be affected by the change, resources needed to implement change, potential risks, and risk management plan, change roadmap with main milestones, and key change success indicators. Planning requires the development of comprehensive documentation that are important for communication change within the organization (Hodges J, 2018).

### **Establishing a sense of urgency**

Kotter (2008), Campbell (2008) consider that creating feeling of urgency is one of the key factor in initiating a change in an organization. Urgency is considered as something that cannot be postponed and with high importance for an organization (Jick, 1993). Urgency must be analyzed, more specifically the current situation of the organization; determine the crisis that the company already facing or may face in the future if the change would not be accepted. It should have rational background to be transparent in change process (Mitcheltree, 2023). Problems such as constant revenue loss, not keeping up with competitors, and problems with technology integrations, provides crucial motivation for beginning of the change. It is considered that change manager shall make emphasis why change is important to implement at this moment, more specifically what consequences an organization may face in case change is not implemented in time. Urgency should be communicated to an organization (Hiatt, 2006). Company may choose convenient tool for communication and raise an issue. Collecting of relevant data contributes to successful initiating of change, as urgency statements should be based on it to persuade people to follow. It is crucial for a change to gather its supporters by communicating solid reasons why change could not be postponed. Kotter notes that more than 70% of colleagues must agree on change urgency in order to successfully implement change (Kotter, 1996).

### **Forming coalition**

Kempling & Cunningham (2009) considers that forming guiding coalition helps to manage a change process by spreading change across organizations. Different members of change coalition would contribute to efficient vision development, communication and implementation (Cummings and Worley, 2003). Change tasks may be distributed among implementation team. Also, it is useful in gathering feedback from different employees to identify what change project lacks. Gathering change champions may be difficult as it requires thorough communication, negotiations, and persuading people of change importance. Change initiators are supposed to focus on gathering people who are ready to work with organizational change and ready contribute to its implementation (Maximini, 2018). To form strong coalition, change leaders should connect people from different levels of organization. Top management, middle management, or employees

can be involved to change coalition. Diversity of change champions will help to avoid strict hierarchy and will represent the views of different teams. As a result, change project can be promoted across organization efficiently and each change champions could find relevant style of communication for different members of an organization. Involvement of C-level management in guiding coalition is crucial as they can exercise their vast power over the organization, influence, and drive decisions. Employees see their senior management as role models who they are willing to follow. Guiding coalitions are the people who will invest in change and become change champions in the organization. Nevertheless, assembling people does not mean that they are already a strong team. In order to build a team, members of the guiding coalition have to get acquainted with each other, share their vision, understand what they have in common, and how they can act together as a single force to promote change in the organization (Kotter, 1996).

### **Creating vision**

Implementation of change needs the development of a clear vision that answers the question ‘why’ this change is implemented. Vision is the targeted state of the organization after a change is implemented. Vision is the base for communication and planning of activities. In order to understand a vision, a change manager needs to analyze the current state and desired state. Kotter (2008) formulated the following attributes of a properly formulated vision:

- Imaginable: provides employees with a clear understanding of how it will look like
- Desirable: pays attention to stakeholders’ interests
- Tangible: goals are feasible
- Focused: is clear enough to make a decision
- Flexible: vision may be altered in the change process
- Communicative: can be shortly and feasibly explained

Vision helps to understand the reasons, what stakeholders will it affect and what result the change will bring to the organization as the main value. Vision can be documented in change map. It is a tool that helps to define dimensions of change, all related subjects, group topics by one subject, milestones and develop a clear plan of vision implementation. The development of a transparent vision consumes a huge amount of time as this process requires an in-depth analysis of current processes, communication with stakeholders, numerous meetings, and correlation with the main vision of the company (Newton, 2015).

It is worth saying, that vision is supposed to be synchronized with the values system of the organization. The vision that is formulated with a huge gap against current values can be at risk of succeeding. Change managers ought to analyze what values support succeeding of the vision and compare them against the current values of the organization. If the change vision dramatically contradicts organizational values, then a plan on how the gap can be eliminated should be

developed. Distinct values may mean the need for obtaining new knowledge and skills. As a result, employee may participate in different trainings to prepare the organization for change process. If change managers analyze carefully values gap, and develop a mitigation plan, hence, organizational values, beliefs and behavior, can be altered (Lebow and Simon W, 1997).

Everyone in the organization has to have a shared understanding of the direction to what organization committed to move with clear understanding of expected results. Newton (2015) states that for vision development it is crucial to have comprehensive understanding how organization functions. It includes structure of organization, its current vision, mission, objectives; decision making process; knowing of employees and their daily tasks; common problems and challenges. Understanding of an organization will accelerate creating of vision.

Vision is a source of projects, activities and different ideas. Every activity and document must be aligned with a vision. Without vision, the organization's efforts will be vague and confusing. Vision is developed from draft to discussed and agreed to formulate. According to Stolzenberg, Heberle (2022) change vision must be developed with understanding of what should happen after change, where organization is moving, why this direction was chosen, what goals must be reached and other question. It will facilitate development of vision from different angles. Kotter (1998) offers to conduct vision development workshop to elicit main ideas from participants to form a better vision for a change. It is important to choose people who would contribute to vision development process and could comment on prepared questions. Additionally, workshop can help to design first process designs that would help to visualize potential process. Current state of process can be analysed for gaps and solutions how they may be filled (Rinderle-Ma, Sadiq, Leymann, 2009). Participants should brainstorm what is needed to reach the vision. Result of workshop should be first vision statements. Organizers of workshop are supposed to carefully analyse results outcomes and validate with participants vision statements that were derived from workshop. Workshop would present with advantages and disadvantages of change, reveal potential problems and blockers. a strategy for how the vision will be achieved must be developed. It is a way that will clarify steps in implementing the vision. An ambiguous vision will not create value for the organization. Change leaders should design change implementation plan that would clarify steps for reaching a vision (Mento, Jones, Dirndorfer, 2002).

### **Communicating vision**

Change team is responsible for communicating of vision. Akingbola, Rogers, Baluch, (2019) in their work accents that people in organization should understand what is going to change and how it will be done so that communication would be transparent. It can specify type and frequency of communication. Vision must be communicated constantly (Mento, Jones,

Dirndorfer, 2002). Kotter accents that the meaning of vision must be communicated for up to 5 minutes in order to process to the next phase (Kotter, 2008).

It is not enough to hold only one kick-off meeting about the new change and then deprive the organization of communicational support concerning the vision. Communication must be stable and constant and credible so that employees keep focus on a change process and understand desired result.

Leur (2020) explores that change leaders should identify stakeholders and develop a communication plan; define frequency and platforms of communication. A communication plan can be developed by the change manager. A communicational plan can specify stakeholders, information about them, channels and frequency of communication, and their tasks in change processes. RACI matrix is another well-known tool for stakeholders' communication. RACI clarifies the degree of responsibility of stakeholders for different tasks. RACI stands for responsible, accountable, consulted and informed. Change managers can assign these roles among stakeholders in the matrix. The RACI matrix will help in understanding stakeholders' involvement in a certain activity (Zukof, 2021).

Communication must be strengthened by relevant behavior, meaning not only to be interested but invest efforts in vision clarification (Simms, 2005). Change team has to pay attention for people who do not understand change fully or even express skepticism. Additional communication efforts shall be addressed for such individuals. Change leaders should be open for change discussion and employees inquires (Bradutanu, 2015). Different communicational platforms can be used for promoting of a change depending on the company. Kotter advises using platforms where unnecessary information is communicated. This will help to optimize organizational communication efficiently. Communication must be sustainable, guiding coalition representatives should not be afraid of becoming annoying for employees as reaching of shared understanding of the vision in an organization takes time (Kotter, 1996). Vision can be communicated through different channels: offline or online meet-ups, newsletters, instructions, interactive roadmaps, graphs and other methods. Change managers have to communicate vision frequently through these channels so that employees would be in focus and remember their goals. This ensures synchronizing of the whole organization (Benedict, 2007).

According to Stolzenberg and Heberle (2022), it is necessary to accurately communicate it to employees and transmit information about the advantages and disadvantages of change transparently. Communication should reflect reasons for change, its importance, pros and cons, how it will alter current processes, the plan of change, and what tasks and who need to take them. Employees have to understand the meaning of vision. Vision has to be communicated on different levels: higher management, middle management, and employees. It is crucial to convey reasons



why change is implemented, how it will be managed, and tell directly what risks it can cause. For vision communication, it is recommended to hold a general meeting with change initiators and explain all aspects of the change process. It is important to answer employees' questions and encourage them to share their thoughts through direct communication or anonymous surveys. It will help to deal with the emotional side of change. Change managers ought to carefully deal with employees' feedback and their emotions. The change is accompanied by the undetermined environment of the future state and it causes different emotions and resistance among employees. For example, as for job insecurity, we may explain it as the fear to lose a job because of organizational change, especially job insecurity is high during global crises such as pandemics, wars, and financial crises that can facilitate the reduction of employees. Organizations have to work with employees' emotions and moods so that the team accepts the change. Followers' emotions during the change process can be different as change brings a lot of challenges to employees that they need to manage. So, it's crucial to react properly to employee emotions and develop a proper plan so that the emotional side would not surpass the main priorities (Küçükatalay, Vardarlier, Vayvay & Özsürünç, 2023).

Communication will help to establish trust and reliability between the organization and employers. Otherwise, employees are afraid, confused, and stressed. Employees are not eager to participate in change details of which they do not understand clearly. Poor vision communication may cause resistance among employees as they will feel uncertainty of change consequences and will not if they would manage to adapt to change (Weeks, Roberts, Chonko & Jones, 2004).

### **Empowering**

Change champions need to empower other colleagues to work for transformation, be open for their ideas, feedback, and proposals, motivate them to experiment, and support them along the way as mentors (Kotter, 2007). Empowering team members to promote change helps to accelerate the change process (Cummings and Worley, 2003). Employees should be able to participate in a change and express their intention to join a change project. For this, change leaders ought to be open for motivated individuals. It is crucial to identify how a person can contribute to the change based on his/her experience and motivation. Change leaders should describe the functions of the team member and discuss how he/she can contribute the best. Every employee should feel a shared responsibility for the implementation of the change vision. Managers and employees have to set personal goals associated with the change mission. It means what exactly every employee can contribute to achieving expected results. Goal setting process is important for the elicitation of key activities within the work duties of every employee that will stimulate achieving of the vision. Goals describes details how the vision will be reached. Goals setting session is one of the instruments for developing goals. Managers should gather their teams, communicate the vision of

the change, reach a common understanding of the vision, and then ask the right question to team members on what they can do to drive achieving of the goal. Goal-setting session requires brainstorming and creativity. Personal goals must be aligned with vision and have quality indicators so that it would be convenient to measure the percentage of goal completion. Davis (2013) considers that training must be conducted for a team member to empower them to act on change. It is important to trust team members in their work and create an environment that facilitates creativity and initiative. Shawn (2017) states that employees should have freedom in task implementation so that the result of the change could be better. Managers may support their team members by identifying impediments and helping to resolve them. D'Innoceno and Jack (2005) mention that it is important for an employee to have necessary recourses and constant contact with mentors. Change leaders should be open to new initiatives and ideas from employees. that will First of all, it is necessary to analyze obstacles in the organization that hinder transformation. Team members should be recognized for their contribution to change.

#### **Small wins for motivation**

Kanter (2011) considers that change managers need to show progress on achieving goals in the first stages of change to demonstrate that change is efficient. Change leaders have to collect data on change implementation results in order to be transparent. Mento, Jones, Dirndorfer (2002) mention that short-term win is proof that change is viable and transformation is useful for an organization. The first results could be positive customer reviews, elimination of manual work in the process, increase in revenue etc. Change agents ought to communicate these short-term wins to the organization on the general meeting, in newsletters, in messengers. It is crucial to acknowledge colleagues' contribution to transformation and communicate about it. Also, rewards such as bonuses to active participants may stimulate their involvement. Such an approach helps to motivate followers and keep them in the loop (Kotter, 2007). If followers do not see results in the nearest time after the start, they might be frustrated and experience burndown. This may decrease change efficiency and complicate its implementation.

#### **Consolidating improvements**

Change agents shall be careful not to hurry with announcing the end of the transformation until a change is not rooted in the organization's processes (Kotter, 2007). It is important for change leaders to continue constant communication about change progress. Also this includes monitoring how change is adopted in an organization and identifying potential blockers. Resistance to change may occur in the last phases of a change project too. The change team should address efforts on working with employee resistance and provide them an opportunity to express their thoughts. This is closely related to elicitation of feedback from change participants. It is

important to request frequent feedback in the last change stages of a change to achieve intended objectives.

### **Reinforcing change**

It is critical to integrate changes into the corporation's culture, thus employees' beliefs and behavior (Mento, Jones, Dirndorfer, 2002). Jick (2003) considers institutionalizing as one of most important steps in change implementation as it deals with adopting of a change in an organization. Change must be turned into the usual process for an organization where flow is known in detail and risk is minimized. As a result, change team has to continue communication with stakeholders, highlighting benefits of the change; identify breaches of the new process workflow and help employees to solve their problems; monitor and measure change progress. Kotter called 2 important factors for rooting a change in corporate culture. First of all, it is to demonstrate how transformation helped the organization. More specifically, show how transformation influenced behavior in an organization and set the standard for this behavior. Second, following managers support change and make decisions aligned to this change. If future generations will not support institutionalizing of change, it may jeopardize the achievement of change and move back to the previous state.

It is considered that sequence of change steps matters. Kotter emphasizes the importance of strict phases of sequence. Skipping of first phases may have a negative influence on the change management process and does not guarantee acceleration of the change management process. If there are change managers figured out in the process of change that additional processes or structures should be optimized, it is important to go after these improvements, and carefully analyze what still missing for full institutionalization of change in the organization. Besides, it is also concerning human resources management, as for existing of change invested in it employees need to continue working, and promotion of such employees is in hand.

### **1.3 Role of transformational leadership in implementing change**

It is considered that transformational leadership is one of the best approaches to dealing with organizational change during a crisis (Nazmul, 2022). That why I decided to concentrate on it as one of the key factors in implementing a change in turbulent environment. According to Burns (1978), transformational leadership is a process including internal relationships and values in which a leader shapes others' behavior to face problems and ultimately makes it possible for them to take part in organizational change. Also, Burns says that a leader motivates followers and develops moral values to implement change in the behavior of the organization. Transformational leader helps to make a shift in behavior, attitudes and values. Transformational leader can clearly communicate change vision to employees so that everyone would understand the targeted result

of the change and decrease the degree of uncertainty. Besides, transformational leaders should be mentors to support employees and discover their strengths and weaknesses and work to enhance professional skills. A transformational leader is a role model and shows examples to colleagues through his/her deep competence and trust and encourages them to be initiative.

Transformational leadership outstands from other leadership styles such as transactional and situational leadership as it encourages employees to utilize creativity and look for not standard solutions. Freedom in creativity motivates people creates supportive environment in an organization. However, it relies on capabilities of the leader. Transformational leadership is suitable for changes in an organizations because of its flexibility.

Transactional leadership practices system of rewards and punishments where an employee is rewarded for good performance and punished for insufficient results. Expectations to work are communicated clearly as well as rewards for fulfilling the expectations (Northouse, 2018). In contrary to transformational leadership, transactional leadership does not encourage creativity and innovation and result in difficulties while adapting to a change efficiently, because of strict rules and procedures (Judge, 2004). Situational leadership utilizes flexible approach that allows to adapt to needs and resources of the team. Situational leadership is focused on assessing the readiness of people for certain tasks. Situational leader may apply switch to different leadership style based on environment in an organization. Situational leadership features flexibility and searching for different solutions (Hersey, 2013). However, utilizing different leadership styles may cause inconsistencies in adopting decisions and require a lot of time for assessing employee's readiness (Yukl, 2013).

Bass (1985) defines a transformational leader as a person who implements vision in reality by encouraging followers to refuse their personal interests and prioritize the goals of the organization. Bass emphasizes four dimensions through which transformational leader express himself/herself:

Dimension 1. Idealized influence. This dimension means that a leader has charisma that helps to persuade employees to participate in change and lead by example.

Dimension 2. Inspirational motivation. The leader inspires followers to implement a change and communicates targeted results and the plan developed to reach these goals.

Dimension 3. Intellectual stimulation. The leader facilitates continuous learning, constant self-development, innovativeness, and creativity.

Dimension 4. Individual consideration. Transformational leader pays attention to the mentorship of employees, helping to solve their problems, supporting them emotionally and coaching their personal development.

Tengi, Mansor, and Zahari (2017) came to the conclusion that transformational leadership promotes an organization's efficiency as a leader inspires employees through vision, action, and influence. Purnumo and Novalia (2018) found that transformational leadership encourages bigger commitment to the organization, its vision, mission, and goals, and motivate employees to demonstrate greater performance.

Transformational leadership is the key to managing organizational change under unforeseen events as a transformational leader takes responsibility for a change, often communicates the follower's vision and steps needs, and motivates and supports his/her colleagues. During a crisis, another important factor is employee trust in leadership which depends on the leader's professional competency, honesty, and support (Nazmul, 2022). Followers tend to demonstrate a higher level of commitment when they can rely on a leader and trust him/her. When the situation is uncertain, for example, after the breaking off of COVID-19 or the start of the invasion, a level of reliability and trust is important as employees are afraid of uncertainty. Employee trust in leadership is a psychological factor as it is strongly related to emotions that followers feel towards the leader and the change he/she initiated.

#### **1.4 General concepts of business process management**

Business process management is a set of approaches that help to analyze current processes, identify gaps, design and model desired process, and implement and measure it. Also we can understand business process management as developing and implementation of processes where activities which do not add value are removed (Kujansivu, Lonnqvist, 2008). Gudelj, Delic, Kuzmanovic, Tesic, Tasic (2021) noted in their work that business process management is designed to manage changes by optimization of business processes along its flow that included analysis, modeling, design, and implementation. The authors mention that business process management involves business processes, methodologies, measurements, and technological tools used for process design and implementation. Developing of business processes requires the creation of measurement metrics that will estimate effectiveness.

##### **Process analysis**

Business processes must be strongly related to the strategy and goals of the company. The process should support company development and be aligned with its values. The process developed against strategy will result in inconsistency and inefficiency as its existence will not be beneficial for the organization. It is important to analyze the importance of the process and prioritize it among other processes, as some processes will create a main product and others would not be critical, but support the creation of the product (Gudelj et al., 2021).

##### **Process design**

Process design is a crucial part of process business process management. In order to design a process, it is vital to analyze how the process is operated not and what is expected process. Form of an ongoing process may be not full, not documented, chaotic, contain only certain activities, or at all does not exist in the organization. 'As-is' process analysis helps to establish the current state and understand what can be created or optimized. It is aimed at identifying potential improvements of the process (Schwegmann, Laske, 2003). 'To-be' process determines the expected flow of the process that the organization intends to implement and raises targets of the organization (Speck, Schontgoke, 2003). In comparison between 'as-is' and 'to-be' processes, gaps can be identified, more specifically, what process lacks and the process manager can brainstorm strategies on how to eliminate this gap. 'As-is' and 'to-be' process analysis approaches require conducting of research in an organization (Gudelj, 2021). For example, to capture 'as-is' process, the process manager can interview employees, conduct surveys, and analyze available documentation. It is also important to research history, meaning if previously someone tried to develop this process, what obstacles emerged, how in the past these burdens were managed, etc. This will provide valuable information concerning experience and lessons learned during this attempt. 'As-is' process analysis helps to understand the depth of work needed to implement the new process. If the organization already operates the process partially, it would be easier to build a process based on existing elements. In case a process manager reaches the conclusion that the process has not been established in the organization in any form, it requires efforts to implement the intended process from scratch.

In order to design a 'to-be' process, process managers have to collect requirements for future processes. Requirements can be collected with the help of different methods depending on their fit to the organization. For example, interviews with stakeholders, surveys, holding an elicitation workshop to develop a business flow, analyzing existing business rules in documentation, etc. (Iqbal, Suaib, 2014). For requirements collection, stakeholder analysis is needed. Stakeholders are people who will be participating in a process or are affected by it. Requirements should be documented in order to understand the needed flow of work, input, activities, output, participants, relationship with other processes, and other information (Zukof, 2021).

### **Process modeling**

Modeling is one of the best practices in the visualization and validation of 'as-is' and to-be processes. A process manager may use different modeling tools such as Draw.io, Lucidchart, Bizagi, etc. to visualize processes that simplify understanding of documentation, as at any time process model can be edited, shared with colleagues, and improved digitally. One of the most common business process modeling standards is BPMN 2.0 that was developed 2004 (business

process modeling and notations) (Aagesen, Krogstie, 2015). It is a collection of rules that contain a unified standard on how processes should be modeled. Each element in the model has its own notation that should be used in the model. BPMN 2.0 provides a common understanding between colleagues of the process through standard notations. For example, types of tasks, participants, gateways, etc. Knowing and understanding the details of how the process is executed now and how the process is required to be implemented, a process manager can specify this information in BPMN 2.0 diagram (Allweyer, 2016). Business process modeling accuracy depends on following steps:

The process manager shall validate a flow. Review from stakeholders may provide information on missed details, mistakes, and improvements to the model.

### **Developing measurement to the process**

Developing metrics for process measurement is crucial. As it helps to control, evaluate and enhance business processes in organization based on collected data (Garcia et al., 2010). Metrics can estimate processes quantitatively and qualitatively. As for examples, we may name efficiency, (ratio of input to output), productivity (what results in execution of process brings per unit of time), cycle time (length of the process), error rate etc. Measurements are important in monitoring and tracking process implementation. Comparing the current situation and the expected one may provide useful insights into problems, and areas of improvement. Metrics give grounds for making a decision. Process managers ought to develop measurements to capture process analytics. Without metrics decisions will be ungrounded, and the efficiency of the process difficult to understand (Laguna & Marklund 2018).

### **Process implementation**

According to study of Javidroozi et al. (2016) it is vital to develop and communicate the vision of the process and its objectives. Employees have to understand the urgency of implementation/optimization of the process and the benefits that it will bring to the organization and to them individually. Process managers can demonstrate models of new processes and explain what will be altered. As a result, it is crucial to analyze current as-is process to define area for a improvement. Besides, new process implementation needs proper preparation, more specifically, understanding reasons for a change, volume of work, influence of new process on organization and its stakeholders, defining timeline. Based on gaps and requirements, to-be process can be designed. Organization should be prepared for a change, so it is important to adapt existing procedures and structures to a future change. Also it may require additional training for employees. Implementation of the process needs leaders who will motivate and support employees along the process implementation (Purnumo, Novalia (2018). The process has to be integrated into the organization's routine and it requires efforts on making sure that behavior has changed and people

accepted and learned how to execute a new process. A process has to become a standard in employees work (Laguna and Marklund, 2018).

### **Process monitoring**

It is important to monitor the metrics of the process during its implementation phase and institutionalizing phase. Monitoring helps to understand the efficiency of the new process and whether it reveals a vision that was designed earlier. Monitoring facilitates identifying gaps and problems in new process execution. It helps to accurately determine the location of a problem and concentrate efforts on its improvement. Monitoring is a powerful tool for analyzing real value that process brings to an organization (Laguna and Marklund 2018).

### **Business process improvement**

As new requirements evolve, the process may need incremental improvement that will keep it updated to the latest needs of the organization. Business process improvement is related to change management. However, it is important to recognize that in case of improvement, we do not change the core of the process, but rather enhance components and maintain it (Laguna and Marklund, 2018). The LEAN approach can be applied to business process improvement. LEAN is an agile approach that promotes continuous improvement of the process. LEAN is helpful in identifying and eliminating waste in the process that does not bring value to the organization. There are different types of waste: inventory, waiting, defects, overproduction, motion, transportation, and over-processing. LEAN focuses on those activities in the process that create value. A process manager may apply different LEAN tools to optimize processes. For example, a person using Kanban can visualize tasks having distributed it among status columns. It will help to analyze value-added and not-value-added activities (Maldonado-Macias, Cortes-Robles, and García-Alcaraz, 2014). Moreover, a process manager can measure cycle time, meaning how much time is needed to execute tasks. Cycle time analysis can help to identify bottlenecks and develop strategies for how these bottlenecks can be solved. Jidoka method will facilitate in automatization of processes and decrease the number of defects keeping the following flow:

1. Identify inconsistency.
2. Stop process.
3. Solve the immediate problem.
4. Identify the roots of the problem and solve them.

LEAN stands for just-in-time production, more specifically production satisfying current needs. There are also other different methods such as Takt-time, Jidoka, 5S method, etc. that is in hand while improving processes. Continuous improvements will keep the process efficient and up-to-date (Jedynak, 2015).



Thus, I can make a conclusion to this chapter. First of all, I analyzed and systemized relevant scientific literature in the fields of change management, business process management, transformational leadership to define the role of change management in improving business processes under crisis conditions. Change management and business process management have strong relationships between each other. Business process management is a discipline that always strives for efficiency, improvements, and agility. In order to keep up with a constantly evolving environment, business processes have to be periodically changed. Change facilitates business process enhancements that result in expected organizational performance and a high competitive position in the market. Business processes that are not changing can cause organizational stagnation and losses in revenue. Change management approaches help to adapt to crises such as financial crises, pandemics, wars, etc. Change management provides crucial tools in transferring from the current state to desired state that helps to improve processes, conduct transformations, and change people's behavior and corporate culture. Change management helps to deal with employee's resistance and uncertainties that change may bring. Business process management is a discipline that helps to analyze, design, model, execute, monitor and optimize organizational processes. It focuses on organizational workflows and different ways of their enhancing. Change management and business processes are firmly related. Change constantly appears in a business environment and an organization has to alter current processes in order to keep afloat. Change may be needed in enhancing increment or organizational transformation. As a result, change management approaches are helpful in optimizing current processes. Organizations can use models, methods, and tools from change management discipline to efficiently deal with planned and unplanned changes. It will help in the thorough analysis, planning, and execution of business processes.

Secondly, I systemized and compared change management models such as Kurt Lewin's 3-step model, Kotter's 8-step model, Mento's 12-step model, Jick's 10-step model, Cumming and Woerley's 5-step model, ADKAR, and McKinsey model that explore important steps in implementing change in the organization. Change management models facilitate business process improvement. Change management models provide strategies on how to implement change as a new process in an organization. Business process managers can use them to emphasize the urgency of change in process, gather like-minded teams, conduct training, and monitor success. As change management models and business process managers emphasize on the importance of leadership, training, and continuous improvements. Mentioned change management models exercise similar principles that are based on the refreeze-change-freeze model. I described common approaches between these models such as determining idea and context, establishing urgency, vision

development, vision communication, forming coalition of supporters, demonstrating first results, consolidating improvements, empowering others, reinforcing change.

Thirdly, I defined how transformational leadership facilitates the implementation of change and compared it with transactional and situational leadership styles. Implementation of change requires transformational leadership. The main principle of transformational leadership is that a leader who exercises this style clearly and transparently communicates the vision of change, can gather people who buy in change, educate, support, mentor, and coach colleagues, and strongly contributes to the change process. It is considered that transformational leadership is the most suitable style for conducting organizational change.

## **2. RESEARCH METHODOLOGY USED IN RESEARCHING ROLE OF CHANGE MANAGEMENT IN IMPROVING BUSINESS PROCESSES DURING WAR**

### **2.1 Purpose of research**

**Purpose of empirical research.** It is aimed at understanding role of change management in improving business processes under crisis conditions based on how Ukrainian organizations enhanced their business processes and what influence the war had on the organization.

Additionally, we will analyze how exercising of transformational leadership style helps in improving business processes. Finally, the relationship between change management and business processes will be examined and analyzed.

For conducting empirical research qualitative research was applied. Qualitative research focuses on gathering non-numerical data to analyze behaviors, experiences and attitudes to the chosen topic of research. It is useful in understanding the reasons and principles of the phenomena. Also, it helps to find an explanation of phenomena and research themes and patterns that are difficult to analyze quantitatively. We chose qualitative research because research is focused on understanding role of change management in improving business processes under crisis conditions based on experience of Ukrainian organizations. This subject requires understanding patterns and reasons for people's behaviors, finding explanations for their behavior, and identifying interconnections between change and business processes. So, the qualitative approach is the most relevant for application in conducting this empirical research.

We set the following objectives for conducting empirical research:

- identify how Ukrainian organizations improved business processes during the war and what change management approaches were applied;
- define how Ukrainian organizations exercised transformational leadership in implementing a change;
- determine war impact on business processes in Ukrainian organizations clarifying the most common challenges for managing change during the war;
- determine factors that facilitated implementing change during the war.

Answering these research questions will help to reach the aim of the research and explore each component fully.

### **2.2 Data collection methods applied in researching the role of change management in the improvement of business processes.**

For data collection method of interview is used. The interview is one of the most efficient methods in conducting qualitative research that helps to provide an objective explanation of the phenomena.

It was analyzed that 10 interview participants is a sufficient pool for conducting qualitative research. Participants of the research were chosen based on defined **selection criteria**:

- representation of Ukrainian organizations (business, NGO, government sector);
- involvement in implementing change in the organization;
- implementation of a change after 24<sup>th</sup> of February 2022.

In searching for the interview participants, I used LinkedIn, references, and personal connections from previous places of employment. The background of potential participants was analyzed and compared against selection criteria. Relevant candidates were contacted with an invitation to take part in the interview. I used LinkedIn, Facebook and Telegram to contact potential participants. In the invitation research question, interview questions and format of communication were outlined. As offline meetings are not possible, we chose online conferencing platforms ZOOM and Google Meet for holding the interviews. It is worth mentioning that I faced difficulties in finding research participants who were ready to dedicate 1 hour to the interview. As a result, nearly 30 people were contacted and 10 people agreed to take part in the research. For an efficient interviewing process, participants were presented with all interview questions to prepare for the meeting. Interviewing of the participants was conducted in a one-month timeframe. Totally, I conducted 10 interviews with representatives of 5 organizations, 1 interview per respondent. Each interview lasted from 50 to 70 minutes each. I relied on interviewees answers as main data source, as they demonstrated deep knowledge of organization they represent, have profound working experience and can comment objectively on organizations processes.

Data elicited from conducting 10 interview is sufficient as it clearly describes process of change in business processes in each organization, highlights change management approaches that were applied, illustrates influence of war on business processes of participating organizations. As it is qualitative research and interview is utilized as data collection method, 10 interviews are sufficient to draw conclusions.

**The geography of the research** covered Ukrainian organizations such as Kyiv School of Economics, Foundation of Regional Initiatives, ZNOUA, Uppeople, UGEN. I chose these organizations, because of their experience in change management process after the beginning of the war, which became known from references of employees. It was important for the research to find participants who would elaborate in detail about how business processes were improved, how change was executed and what influence it had on the organization. Besides, it is important to highlight that participating organizations represent different spheres such as typical business

entity, private academic institution, non-governmental organization. This is explained by the fact that these organizations experienced organizational change because of war and could share their experience clearly. Although participating organizations are not all representatives of one domain, the main purpose of the research is to understand how Ukrainian organization implemented change in business processes during the war and this is not critical to concentrate on a single sphere of business.

In order to better understand context of each participating organization, I described in the table their size, business model, changes that were implemented, process management strategies and participant's profile.

Table 6.

*Description of organizations that participated in the research.*

<b>Name</b>	<b>Size</b>	<b>Business model</b>	<b>Changes implemented</b>	<b>Process management strategies</b>	<b>Participant profile</b>
Kyiv School of Economics	200	Private university that sells educational services such as bachelor, master, short-term programs for natural persons and legal entities; conducts researches in the economic sphere; manages charity projects. Based in Kyiv, work from 1996.	Lectures recording process: installing camera set up in the shelter, uploading recordings to cloud, auto processing of the information. Transfer to 100% paperless electronic documents handling.	Automatization of manual processes. Application of different IT tools for improvement of efficiency. Focus on safety of students in designing business processes.	<b>Mariia Derevianchenko</b> , head of study service operations department. <b>Anastasiia Tereshchuk</b> , member of study service operations department.
ZNOUA	100	Educational company that sells preparational courses for Ukrainian external independent tests needed to enter university. Services include one-year offline/online	Transferring all preparatory courses to online format. Closing of offices in Kyiv and Kharkiv. Adapting to new testing procedure	Rapid adaptation of business processes to new environment to keep position on a market. Focus on the most recent	<b>Anton Ostrohrud</b> , ex-CEO of ZNOUA. <b>Olha Zabila</b> , CEO of ZNOUA.

		preparation for ZNO, express 1-month intense course, online courses. Classes are conducted in groups or individually. Target audience: Abiturient. Based in Kyiv, Kharkiv. Work from 2011.	introduced by the ministry.	requirements to test preparation.	
Uppeople	30	IT recruitment agency that hire IT professionals for Ukrainian and foreign tech-companies. Based in Kyiv, work from 2014.	Shift from Ukrainian market to foreign market because of war damages to Ukrainian economy.	Focus on social responsibility (continue to pay salary, hire people who lost a job, donate for charity). Creativity: searching for different solutions of the problem. Focus on market research and communication with clients.	<b>Eduard Nazarenko</b> , COO of Uppeople. Responsible for operational management of the company. <b>Anonymous</b> , employee of recruitment team.
UGEN	30	HR brand agency that helps young specialists to find a job and companies to recruit talents. Company organizes educational projects in the sphere of professional orientation, jobs fair. Target audience	Creation of communication department in the company Change in recruitment process driven by altering value system	Focus on intermediary role in connecting talented students and companies. Operations are based on organizing educational projects.	<b>Roman Melnyk</b> , PM specialist <b>Anonymous</b> , Member of communication department.

		students. Based in Kyiv, found in 2018.			
FRI	500	Youth NGO that organizes free educational events for Ukrainian youth, provides opportunity to gain first practical experience by working in NGO operations (HR, communications, human rights, partnerships, education, project management). Based in 22 cities round Ukraine. Found in 2002/	Change of procurement process: hiring specialist, development of new policies. Systemizing project budgeting procedure Altering networking approaches among branches	Focus on learning of NGO members. Adapting to current needs of society. Long communication and agreement process concerning a change,	<b>Oleh Hrebeniuk</b> , head of NGO FRI. responsible for operational management.  <b>Sofia Hadzetska</b> , member of NGO FRI.

For the purpose of research results’ objectiveness and reliability, I additionally applied the concept of **triangulation** and interviewed a few participants from one organization to define how they experienced a change in the organization to improve the business process of their organization. This approach facilitates understanding different sides of change. It is important to acknowledge the aspect that colleagues of a manager that I interviewed might have been afraid to talk openly, as a result, I provided anonymity of their responses. Usually, these individuals were interviewed in written form in messengers.

Another data source that facilitates the reliability of research results is official annual reports and press releases that helped to confirm data patterns.

### **Interview questions**

I developed interview questions associated with the main research question to explain how change management is related to the improvement of business processes and what influence was made on the change process based on experience of Ukrainian organization that implemented a change during the war.

The beginning of the interview is focused on understanding the background of the respondent. This information is useful in understanding the context of the change. As a result, in the introductory questions, the following information is stated:

- name and surname of the participant;
- the organization he/she represents, the participant's positions in the organization, years of experience;
- timeframe of the change in the organization

In the first part, I determine how the context of the was impacted organization. The participant is asked in general how the war influences the organization and the participant personally. I determine what challenges the interviewee faced in implementing a change in conditions of war and what factors helped him/her to reach expected goals. It is worth mentioning that I also researched if the interviewee applied any specific change management models while managing a change in the organization and what knowledge or experience was useful. As a result, in the first part, I reveal **the crisis** context in the research problem. This part fulfills objective of defining how business processes were influenced by the war, what challenges Ukrainian organizations experienced and determining factors that helped to implement a change.

The second part of the interview is aimed at identifying what process had to be changed. A participant describes as-is state and in what form the process was captured. More specifically, the participant is asked to name an example of the process that needed to be changed as a response to new war realities and specify if it was modification or implementation from scratch. Determining as-is process helps to capture the organization's state, understand the starting point and later compare how the process was modified. Also, interviewees were asked to identify to-be process and highlight key differences between two states of processes. Besides, it is important to determine in what forms the process was documented. It is crucial for the research to define as-is and to be processes as we research how business processes were enhanced by applying change management.

The third part of the interview reveals how the change was implemented. Questions are associated with common steps of change management models that I discussed in scientific literature analysis. It is important to clarify that I associated interview questions with change management steps because it would be difficult for interview participants to explain what specific scientific change management models they applied for improving business processes in their organizations. Change projects contain many stages and for interviewees it might have been difficult to mention all relevant approaches. Besides, this schema would help participant to structure their thoughts and reflect on their experience of implementing a change. Some participants mentioned that they applied some steps subconsciously, not realizing that this is the



change management approach. This approach simplifies the elicitation of valuable information from the interviewee not using generalized questioned and complicated theoretical terms for participants. Second and third part of the interview relate to research objectives which is aimed to define how Ukrainian organizations improved business processes applying different change management approaches and what is the role of transformational leadership in change implementation.

Questions in the third part are logically divided into categories depending on the stage of the change management model.

*Describe the main reasons for a change in your organization? Do you think that change you implemented was critical for your organization? Why the change was urgent?*

*How did you communicate the urgency of change to the organization? Have your colleagues agreed with an urgency of the change? If no, how did you work with initial resistance?*

These questions reveal how the urgency for change was established and communicated. It reveals the main change reasons and how a common understanding of the need for change was established.

*How did you find supporters for your change? How did they help you?*

The respondents should tell how they found people who were for change implementation and how they helped in convincing an organization to start the change process.

*Have you had a vision of what you want to achieve by the change? What did help you to form a vision? How did the vision evolve?*

*Describe your to-be process and how it differs from the as-is process. What gaps had to be addresses?*

*Have you designed a plan for change implementation? What steps have you needed to reach the expected results?*

These questions help to clarify how the vision of the change is formed, to-be state of the process, and what steps are required to achieve the change goal. Identifying to-be process is the key to understanding the core of change.

*How did you communicate the vision of the future process? What forms of communication have you used? Was your communication permanent during the change process?*

The interviewee is expected to explain how the vision was communicated to the organization; what instruments were applied; how communication was maintained; if stakeholders lost understanding of the vision in the process of implementation.

*Did you empower somebody to promote a change? How did your change agents help you?*

*Have you experienced resistance? How did you work with people who were against the change?*

The interviewee is supposed to say if he/she delegated specific tasks to team members; how entrusted team members helped in promoting a change in the organization; how change managers worked with resistance in the organization and how it was mitigated.

*Have you managed to generate first wins? What was that?*

This question explores what intermediate results were demonstrated to keep trust in a change among organizations and show that change is efficient.

*How have you rooted the change in the organization? What challenges have you experienced?*

*Did the to-be process change during the rooting of the change?*

The respondent reveals the process of adapting and integrating the new process to the organization; explores how behaviors across the organization were changed; what was done not to return to old process; what challenges the change team has felt in integrating a change.

The last section of the interview reveals how transformational leadership influenced the implementation of the change. The participant is asked about how he/she communicated with a team during a change, supported and mentored team members; how the team influenced vision of the 'to-be process'.

### **2.3 Data analysis methods applied in researching the role of change management in the improvement of business processes**

For the analysis of collected data, thematic analysis was chosen. I chose thematic analysis, because it facilitates finding important themes in gathered qualitative data. More specifically, it helps to efficiently summarize data between identified themes. Distribution of the main respondent's thoughts between themes organizes the data and helps to interpret research results. Thus, we explain the main research question. As for advantages, thematic analysis features flexibility in choosing how to analyze and organize data; facilitates simplified process in finding data patterns; offers efficient framework for collected data analysis.

One of the most popular and efficient frameworks for thematic analysis is the six-phase guide of Braun & Clarke (2006). This framework defines stages of data analysis and helps to efficiently organize and interpret data (Maguire & Delahunt, 2017). As a result, I decided to apply Braun & Clarke six-phase guide in order to conduct thematic analysis (Braun & Clarke, 2006). I used special software for thematic analysis software 'Delve' to provide results reliability. Besides, Delve helped in the automation of processing data and accelerated the lead time needed for the data analysis routine. Thematic analysis is the most suitable, as master thesis concentrates on qualitative data and it is needed to find common data patterns in transcripts to write the narrative.

Thematic analysis approach helps to fulfill research objectives by finding themes in the collected data.

### **Step 1. Familiarize with data**

First of all, I uploaded interview transcripts to Delve software. I read all the transcripts and carefully familiarized ourselves with the data to be able to proceed with the next stages of thematic analysis. It was useful to take initial notes based on the responses.

### **Step 2. Generate initial codes.**

Each response was coded. Coding helps to systemize data in logical groups. I selected a line with a text and derived a code that describes the thought the best. Software simplified the process of coding as we could select a part of the sentence and generate the code associated with it. The system links data to the code. This helps to trace different segments of data from multiple transcripts in one place. Thus, having clicked on the code it is possible to see all related responses.

For example, for responses '*I felt uncertainty when the war started*'; '*we lost 50% of the Ukrainian market*'; '*we experienced emotional fatigue*' the code '**consequences of war**' was generated.

In case the response relates to several data patterns, I assigned a few codes that describe meaning the best. For instance, '*sometimes, I organized 1-to-1 meetings to explain the process better*' can be related to codes '**constant communication**' and '**support**'.

### **Step 3. Search for themes**

The theme is a data pattern that was identified based on transcript analysis. At first, I revised the created codes and grouped them by the connecting meaning. This helped to create preliminary themes. For example, codes 'support', 'mentoring', 'honesty', 'motivation' were combined in 'transformational leadership'. I combined codes 'resistance', 'no resistance', and 'adoption' in 'attitude to change' theme. The generation of preliminary themes facilitated the structuring of data patterns and provided with a solid background for final analysis steps.

### **Step 4. Revise themes**

I revised all generated themes if they reflected respondents' thoughts sufficiently. I reassured that each code within the theme supports the data pattern identified by the theme. Then all themes were checked if they lay in the research context and clearly represented the intended data pattern. In case the theme was poorly supported with data, we combined it with a similar theme. For example, the themes 'role model' and 'honesty' were merged into 'charisma' theme as they lacked supporting data.

It is important to say that often I observed similar data patterns with sufficient supporting information. They could be combined. In that case, I created sub-themes. Sub-theme is a data pattern that share enough supporting data and could be associated with the main theme. Sub-theme

shall reflect the meaning of the main theme to maintain logical structure. Hence, for instance, in ‘vision communication’ theme we created sub-themes ‘change benefits’ and ‘attitude to change’ to explain the main theme in the fullest way.

As a result, themes were carefully revised. In the data analysis outcome, I described the most common patterns identified in qualitative data. The themes table (table 7) contains:

- 1) the main theme;
- 2) sub-themes that support the main theme;
- 3) main supporting data that demonstrate the existence of the data pattern.

Table 7.

*Thematic analysis outcome.*

<p><b>Theme: change criticality</b></p> <ul style="list-style-type: none"> <li>• <i>recordings are needed as soon as possible for students because they have very tight schedules (KSE)</i></li> <li>• <i>we have to implement a new accounting process quickly (FRI)</i></li> <li>• <i>because of improper accounting, we could have sanctions (FRI)</i></li> <li>• <i>we need to transfer to the shelter faster (KSE)</i></li> <li>• <i>any second of delay is a life risk (KSE)</i></li> <li>• <i>we have to implement a new accounting process quickly (FRI)</i></li> <li>• <i>need to maintain yourself, your family, company (Uppeople)</i></li> </ul>	<p><b>Theme: shared responsibility</b></p> <ul style="list-style-type: none"> <li>• <i>each team member shall realize that they are responsible for efficient recordings handling (KSE)</i></li> <li>• <i>shared responsibility encourages employees to own the process and produce better results (Uppeople)</i></li> <li>• <i>I trusted recordings handling process to a deputy and IT specialists (KSE)</i></li> <li>• <i>business development specialists were responsible for testing new sales presentations (Uppeople)</i></li> <li>• <i>I encourage people to participate in events through head of the branch (FRI)</i></li> <li>• <i>I trusted accounting processes revision to an accountant (FRI)</i></li> </ul>
<p><b>Theme: vision development</b></p> <ul style="list-style-type: none"> <li>• <i>development of the vision is crucial, so we dedicated lots of time researching stakeholders needs through workshops (UGEN)</i></li> <li>• <i>we did not concentrate on vision development much, because war introduced life risks and we had to adapt our business processes to them, so we were driven by safety concerns (Uppeople)</i></li> <li>• <i>I developed a vision outlining where we are moving (FRI)</i></li> </ul>	<p><b>Theme: first demonstrated result</b></p> <ul style="list-style-type: none"> <li>• <i>we improved our lead time with processing recordings from 48 to 24 hours by using the first automatization tool Zapier (KSE)</i></li> <li>• <i>we could balance the load of work on projects better because of hiring media coordinator (UGEN)</i></li> <li>• <i>in 3 months we managed to earn money by closing first position abroad’ (Uppeople);</i></li> <li>• <i>new accounting rules worked well on a test project (FRI)</i></li> </ul>

- *I created a vision for our change to understand our future state (ZNOUA)*
- *organization with 80% profit level from oversee markers (Uppeople)*
- *communication department with a professional manager (UGEN)*
- *NGO with improved inter-branches communication (FRI)*
- *first company on the market of a new national multi-test preparation (ZNOUA)*

**Sub-theme: as is process analysis**

- *the current recording process is that we ask the assistant to set up a camera equipment in the room, prepare the lecturer with microphone, periodically upload recordings to a computer, then the coordinator sends it to the editor who publishes recording on YouTube (KSE)*
- *earlier we held sales presentation, negotiated terms, took initial workload and started to work without trials (Uppeople)*
- *our communication strategy is vague (UGEN)*
- *recruitment process lacks interview for values (UGEN)*
- *we know need to know how NMT differ from ZNO (ZNOUA)*
- *we have now 20% of our clients in Ukraine (Uppeople)*
- *the sales process was focused on what uniqueness we bring at the first place rather than our reliability (Uppeople)*
- *our networking between branches is weak (FRI)*

**Sub-theme: to be process development**

- *we designed preliminary future workflow (ZNOUA)*
- *I conducted a workshop with the recruitment team to develop new selection process' (UGEN)*
- *now we make an accent that we can continue to work reliably in the war conditions in our presentation and offer clients to give us trial*

- *our first results in recording process optimization persuaded our management to dedicate new cameras to our shelters (KSE)*
- *after we closed first tech-position for our client, our team boosted their performance, as they have seen that our new strategy worked and were motivated to receive higher bonuses for closing positions (Uppeople)*
- *we could faster implement a project because media processes were clear (UGEN)*

<p><i>positions to demonstrate our capabilities (Uppeople)</i></p> <ul style="list-style-type: none"> <li>• <i>all project managers have to develop project budget, discuss it with me as a head of NGO, then with an accountant, after this I will issue the order for cash requisition (FRI)</i></li> <li>• <i>after designing to-be process I better grasped what I see (ZNOUA)</i></li> <li>• <i>it systemized view of future workflow (FRI)</i></li> <li>• <i>Draw.io was useful in process visualizing and with a help of it I created a model (KSE).</i></li> </ul> <p><b>Sub-theme: process capturing</b></p> <ul style="list-style-type: none"> <li>• <i>our lectures recording process is captured in Excel (KSE)</i></li> <li>• <i>we documented workflow of sales process in Word (Uppeople)</i></li> <li>• <i>I described how we handle documentation in Slack as the new features there were introduced (KSE)</i></li> <li>• <i>our process was described only orally (UGEN, FRI)</i></li> <li>• <i>we have not used BPMN 2.0 (KSE, FRI, ZNOUA, Uppeople, UGEN)</i></li> </ul>	
<p><b>Theme: change implementation plan</b></p> <ul style="list-style-type: none"> <li>• <i>during change planning we analyzed who were our stakeholders and what approaches in communication suited for each of the impacted party (KSE)</i></li> <li>• <i>our project management utilized RACI matrix that was useful, as it organized data about our stakeholders and what degree of participation each of them played in the change process (ZNOUA)</i></li> <li>• <i>find a person for position-write new instructions-hold meeting-distribute tasks (FRI)</i></li> <li>• <i>hire an accountant-Develop new project budgeting rules-test them on 1 project-improve process (FRI)</i></li> </ul>	<p><b>Theme: rooting of change</b></p> <ul style="list-style-type: none"> <li>• <i>We monitored new recruitment process and how employees use it (UGEN)</i></li> <li>• <i>we were observing how employees budgeted their projects and tried to find blockers in the process (FRI)</i></li> <li>• <i>while we were analyzing documents handling process, we found that software did not support features that we needed (KSE)</i></li> </ul> <p><b>Sub-theme: constant communication</b></p> <ul style="list-style-type: none"> <li>• <i>people could forget about new budgeting rule and I needed to remind them (FRI)</i></li> <li>• <i>it was difficult to adapt to BreezyHR CRM as it was difficult for employees (Uppeople)</i></li> <li>• <i>we adapted processes without resistance (UGEN, FRI, Uppeople)</i></li> </ul>

<ul style="list-style-type: none"> <li>• <i>buy Edoc licenses-migrate data from Vchasno-educate-load all docs to Edoc (KSE)</i></li> <li>• <i>we organize change implementation plan in excel and shares it with employees (ZNOUA)</i></li> <li>• <i>plan helped me to structure my thoughts (FRI)</i></li> <li>• <i>developing of a plan refined my vision of to-be process (UGEN)</i></li> </ul>	<ul style="list-style-type: none"> <li>• <i>sometimes I organized 1-2-1 to explain process better (ZNOUA)</i></li> <li>• <i>I used periodical online calls and follow ups with important info (KSE)</i></li> <li>• <i>if a person did not react to my recurrent feedback and did not provide me with valid feedback, I would fire his/her as such behavior would be dangerous for organization performance (Uppeople).</i></li> </ul> <p><b>Sub-theme: to be process modification</b></p> <ul style="list-style-type: none"> <li>• <i>we needed to modify the process of recording based on the lecturers' feedback as we realized that a lecture is one of our stakeholders (KSE)</i></li> <li>• <i>based on employees' feedback, we decided to find a tool that would automatically import CVs to the CRM (Uppeople)</i></li> <li>• <i>our students said that they want to use ZOOM rather than Clickmeeting, so we edited in our process that session would be in ZOOM (ZNOUA)</i></li> <li>• <i>we made small improvements in a communication process with media after feedback session concerning latest project (UGEN)</i></li> <li>• <i>we reveled system limitations in Edoc and needed to slightly modify to be process (KSE)</i></li> </ul>
<p><b>Theme: process optimization</b></p> <ul style="list-style-type: none"> <li>• <i>war made us come up with a creative solution to automate our processes: we integrated ASU with Edoc to process students' cards faster (KSE)</i></li> <li>• <i>recorded lectures automatically to cloud from set up in shelters, we used Zapier to organize recordings without manual work (KSE)</i></li> <li>• <i>we bought CRM software to simplify candidates processing (Uppeople)</i></li> </ul>	<p><b>Theme: transformational leadership</b></p> <p><b>Sub-theme: Charisma</b></p> <ul style="list-style-type: none"> <li>• <i>my charisma helped me to implement a change (FRI, KSE)</i></li> <li>• <i>people see me as a role model and trust in my decisions (FRI)</i></li> <li>• <i>you need to ask a team if they see my charisma (Uppeople)</i></li> <li>• <i>I am open person and can communicate directly about problems (ZNOUA)</i></li> <li>• <i>I take responsibility and do max (Uppeople)</i></li> <li>• <i>it was more responsible task execution rather than charisma (UGEN).</i></li> </ul> <p><b>Sub-theme: mentoring and support</b></p>

- *we provided financial, accommodation and food support for employees from occupation (Uppeople, ZNOUA, FRI)*
- *in case our colleague was listed to the army, we raised funds for him/her (Uppeople, ZNOUA, FRI, UGEN, Uppeople)*
- *during the war, we felt social responsibility for our people and did everything possible to continue pay salaries and hire more people who needed work (Uppeople)*
- *I helped team members to solve an issue when something blocked their work (KSE, Uppeople)*
- *I made sure that everyone understood the process and if not, I supported such individuals on personal calls (Uppeople, KSE, ZNOUA)*
- *I hold mentoring sessions to understand how employees can grow (FRI, Uppeople, KSE)*
- *we did everything possible to remain profitable and support our employees (Uppeople)*

**Sub-theme: learning**

- *we encouraged to do additional training in telegram and tik-tok PR (UGEN)*
- *we organized trainings for employees about how to write project budgets (FRI)*
- *we had to learn many automatizations tools (KSE)*
- *our company is ready to cover special courses that are relevant for our employees (ZNOUA)*
- *we have not concentrated on trainings because we were in crisis (Uppeople)*

**Sub-theme: mistakes acknowledgement**

- *if something is wrong I start from myself (Uppeople)*
- *I had excessive self-confidence and made mistakes in protocols handling process (KSE)*
- *When team provided feedback, manager accepted and improved his work (ZNOUA)*
- *I am self-critical person and acknowledge mistakes (FRI)*
- *I have not shared webinar results (FRI)*



	<p><b>Sub-theme: motivation</b></p> <ul style="list-style-type: none"> <li>• <i>I acknowledged employees who performed well on group calls and made an accent on how this individual helped us (ZNOUA, FRI, KSE)</i></li> <li>• <i>we developed a system of bonuses and provided additional leaves for employees with high-performance (KSE)</i></li> <li>• <i>I motivated employees saying that we need to contribute to our society and army (Uppeople, FRI, KSE, UGEN)</i></li> <li>• <i>I think people were motivated as I explained reasons why we need to change and described in detail to-be process (FRI, Uppeople)</i></li> <li>• <i>I described benefits that change will bring to organization and each employee individually (ZNOUA, KSE)</i></li> </ul>
<p><b>Theme: vision communication</b></p> <ul style="list-style-type: none"> <li>• <i>I feel that it is crucial to communicate the vision of a change to find more supporters (FRI)</i></li> <li>• <i>we wanted to avoid misunderstanding and align our view for a change (KSE)</i></li> <li>• <i>we organized a call for employees to explain why we need media coordinator (UGEN)</i></li> <li>• <i>I organized offline meeting about changes in document handling</i></li> <li>• <i>we gathered all employees to explain them reasons for a change in organization (ZNOUA)</i></li> <li>• <i>the key objective of our group call was to explain to employees how a new process would differ from old one (KSE)</i></li> <li>• <i>we had online call about entrance to new markets</i></li> <li>• <i>we created follow-ups describing the change</i></li> </ul> <p><b>Sub-theme: work with uncertainty</b></p> <ul style="list-style-type: none"> <li>• <i>I felt responsible to talk about risks that a change would bring (FRI)</i></li> <li>• <i>in order to proceed with a change in budgeting rules I had to analyze concerns of my team and understand (UGEN)</i></li> </ul>	<p><b>Theme: War influence</b></p> <p><b>Sub-theme: Factors that helped to implement change in war environment:</b></p> <ul style="list-style-type: none"> <li>• <i>understanding importance of the change and their urgency (KSE, FRI, Uppeople)</i></li> <li>• <i>common understanding of what we are doing (FRI, ZNOUA, UGEN)</i></li> <li>• <i>urgent need for processes automatization related to life risks (KSE)</i></li> <li>• <i>a lot of communication with stakeholders to inform about results (ZNOUA, Uppeople, FRI)</i></li> <li>• <i>I could contact the CEO of a company and ask for advice when I had serious issues (UGEN, ZNOUA)</i></li> <li>• <i>communication with more experienced people (Uppeople, KSE)</i></li> <li>• <i>literature about change management and business processes optimization (FRI, KSE)</i></li> <li>• <i>I read books about change and business process efficiency (ZNOUA)</i></li> <li>• <i>I studied how to work with resistance, communicate with people, and look for supporters (FRI)</i></li> <li>• <i>experience that I gained in an organization helped me to cope with war challenges as I</i></li> </ul>

<ul style="list-style-type: none"> <li>• <i>we had to eliminate uncertainty in our future product by transparent communication (ZNOUA)</i></li> </ul> <p><b>Sub-theme: change benefits</b></p> <ul style="list-style-type: none"> <li>• <i>entrance to new market will strengthen our image and skills (Uppeople)</i></li> <li>• <i>new accounting process will improve the transparency of our organization, the efficiency of projects and rational usage of our resources (FRI)</i></li> <li>• <i>tight communication between branches will help us to improve networking (FRI)</i></li> <li>• <i>Edoc will execute auto processing of an agreement and you will not need to do any manual work that was before (KSE)</i></li> <li>• <i>when employees understood that they will not need to do any manual tasks with contracts processing, their engagement to reach automatization strongly increased' (KSE)</i></li> </ul> <p><b>Sub-theme: attitude to change</b></p> <ul style="list-style-type: none"> <li>• <i>employees trusted us because we had to get through dark times' (FRI)</i></li> <li>• <i>everybody accepted that we needed to change our focus markets to continue to maintain our company and our families (Uppeople)</i></li> <li>• <i>employees recognized life risks in the delayed transfer of recording set up to shelters and had not resisted to a change (KSE)</i></li> <li>• <i>a plan to create new position of head of communication was perceived well as organized media processes would improve the efficiency of our projects' (UGEN)</i></li> <li>• <i>employees trusted us because we had to get through dark times (FRI)</i></li> <li>• <i>if someone has not understood, we lead additional info campaign (ZNOUA, KSE, Uppeople, FRI)</i></li> </ul>	<p><i>knew what to do with issues (FRI, KSE, Uppeople, ZNOUA)</i></p> <ul style="list-style-type: none"> <li>• <i>it's a mix of books, working with clients, experiments, reflection and self-analysis (KSE, Uppeople)</i></li> <li>• <i>my MBA education helped me, for example, courses in operational management and project management (KSE)</i></li> <li>• <i>resources sufficiency was a key factor in changing out recording procedure, we could buy expensive wall cameras (KSE)</i></li> </ul> <p><b>Sub-themes: life risks</b></p> <ul style="list-style-type: none"> <li>• <i>at the beginning of the war we had a lot of air alarms that disrupted our work (ZNOUA, Uppeople, KSE, FRI, UGEN)</i></li> <li>• <i>we started to modernize our shelter to organize workspaces there (KSE)</i></li> <li>• <i>some colleagues were under shelling (ZNOUA, Uppeople, KSE, FRI, UGEN)</i></li> <li>• <i>war forced us to look for ways how to avoid work disruptions and maintain stability, so we had a call with team members and developed coverage plan in case in some of the regions air alarm begins (ZNOUA, Uppeople, KSE, FRI, UGEN)</i></li> <li>• <i>our CEO was under occupation and could not work, our communication with her was limited (UGEN)</i></li> <li>• <i>one of our specialists could not evacuate from Kherson, we tried to write her periodically and help her financially by sending money to the bank card, we were worried as she could get kidnapped and there was little food, our team lead found people who could evacuate our college and she managed to relocate to our COO's house in Kyiv (ZNOUA)</i></li> <li>• <i>some employees got listed to the army or even joined armed forces voluntarily, our company bought then needed equipment and supported them when they needed something on the frontline (KSE, FRI)</i></li> </ul>
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- *unfortunately, because of mobilization we lost a huge number of our main specialists and we had to search for a temporary replacement (ZNOUA)*
- *blackouts seriously undermined our reliability reputation among our clients, we had to buy batteries and work in cafes (Uppeople)*
- *during electricity shortages, there were no electricity and warmth supply in houses, so we bought a generator to our office and every employee could come (KSE, ZNOUA)*
- *it was very difficult times to us as there were no stability of work (Uppeople)*
- *our CEO had to refuge to the Netherlands (UGEN)*
- *nearly 30% of employees relocated to foreign countries and continued to work from there (ZNOUA)*
- *part of employees moved to relatively safer regions on the west (KSE, FRI, ZNOUA, UGEN)*

**Sub-theme: psychological effect**

- *team experienced burnout and more stressful work environment (FRI, KSE, Uppeople, ZNOUA)*
- *employees took big workloads to get distracted from the war (FRI)*
- *employees felt increase in workload and responsibility (Uppeople)*
- *I observed in team general emotional fatigue (FRI, ZNOUA)*
- *I felt difficulties in my psychological and emotional state (KSE)*
- *I feel that I have limits in my strengths to keep up (KSE)*
- *I need balance to be calm and professional (KSE)*
- *people were scared and stressed because of the war that brought deaths, injuries, made people to refuge (ZNOUA, KSE, UGEN, FRI, Uppeople)*

**Sub-theme: impact on business processes**

- *we had to react to air alarms promptly to find a shelter at work and had to disconnect from work (KSE, ZNOUA, Uppeople)*
- *senior management held a meeting informing that our company prepares for potential electricity shortages by purchasing generators (KSE, ZNOUA)*
- *we worked each case of crisis event with team members so that they would predict their behavior (FRI, KSE, ZNOUA, Uppeople)*
- *because of war we have to work only online (ZNOUA, Uppeople, KSE, FRI, UGEN)*
- *remote work was safer for our employees' (ZNOUA, Uppeople, KSE, FRI, UGEN)*
- *in 6 months we started to organize offline lectures because we were ready for different risk events (KSE)*

**Sub-theme: opportunities**

- *I have to learn a lot (KSE, FRI)*
- *I learn a lot about processes optimization and automatization (KSE)*
- *we did additional training in new CRM system (Uppeople)*
- *I developed new soft skills, for example, mentoring (KSE)*
- *team became more self-organized and could independently find a solution of their problem (KSE, Uppeople)*
- *we extended to markets abroad, organizing in the Netherlands project for youth (UGEN)*
- *our company had to focus on foreign markets which could maintain our profitability (Uppeople)*
- *new work positions were created for analysis of war impact, fundraising, procurement (KSE)*
- *we realized that we needed media coordinator for better projects performance (UGEN)*
- *I appointed deputy who was responsible for maintaining communication with enlisted*

	<i>employees and organized charity fundraising events for them (FRI)</i>
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**Step 5. Writing of interpretation of analyzed data**

Identified themes in qualitative data helped to structure research results and write research outlining main data patterns.

**2.4 Justification of chosen research methods**

I chose an interview as research method because it provides straight data for particular research objective (Jung, 2020). Interviews help to find answers to complex subjects as they help to explore patterns. Also interviews provides with more detailed and accurate answers as face-to-face communication facilitates constructive and productive discussion. While interviewing, it is possible to prioritize focus of interest and pay greater attention to topics that are more crucial for research. Besides, interviewee may prefer to elaborate orally. Interview is useful in exploring feelings, behaviors, preferences, attitude, opinions (Weatherall, 2019). Besides, researcher may conduct interviews with fewer number of people to answer research questions.

The thematic analysis was chosen for data analysis . It helps to identify data patterns in gathered qualitative data. Themes organize the data and help to interpret research results. Thematic analysis is flexible. It provides a structured framework for data analysis. It helps to determine data patters in research and write structured narrative based on identifies themes. Additionally, I utilized narrative analysis for defying data patterns and their interpretation in the narrative.

As a result, I can make conclusion to a chapter. Firstly, I identified purpose if research. It lays in understanding role of change management in improving business processes under crisis conditions based on how Ukrainian organizations enhanced their business processes and what influence the war had on the organization. Qualitative research model was applied as it is the most suitable in the context of empirical research, as it requires explaining the reasons of a person’s behavior. The qualitative approach facilitates understanding of decision-making, patterns of behaviors, attitudes, and emotions of research participants. Besides, research objectives were defined.

Secondly, I chose interview as data collection method. The interview is strived to gather insights and understand deeper reasons for attitudes. For conducting interviews, I developed interview questions in order to efficiently collect data. I defined target audience for the interview that are representatives of Ukrainian organizations that experienced change after start of the war. I found research participants with the help of social network and references. Representatives of 5 organizations such as Kyiv School of Economics, Foundation of Regional Initiatives, ZNOUA,

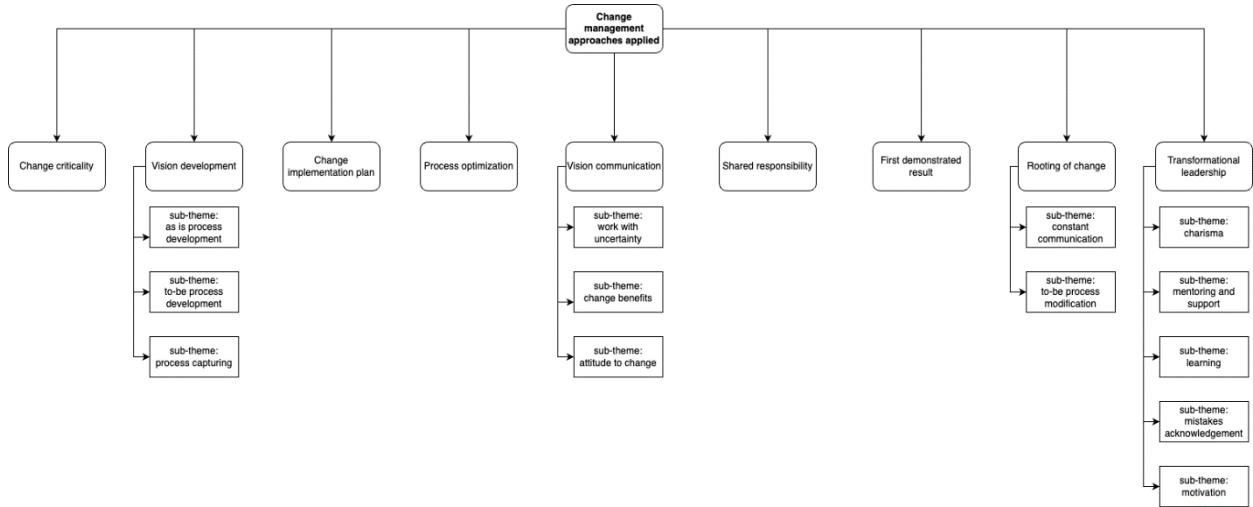
Uppeople, UGEN participated in the interviews. Ten interviews were conducted with ten individuals. For the purpose of context, I described background of participating organizations, outlining their size, business model, changes implemented, business process strategies and profiles of interviewees.

Thirdly, for data analysis, thematic analysis approach was chosen. I applied thematic analysis framework that. Initially, organized data in the transcripts and familiarized with it. Then generated initial codes for responses. After, it became possible to search for themes and revise them. Result of data analysis became table that illustrate themes and subthemes based on interviewees' answers. The table became the ground of writing narrative. For conducting of thematic analysis, I used Delve software to optimize the data analysis process.

### 3. Change management approaches that Ukrainian organizations used in improving business processes in a war environment. Impact of war

Figure 1.

*Change management approaches that Ukrainian organizations applied.*



*Source: thematic analysis outcome*

#### 3.1 Creating a feeling of that change is critical for an organization to start a change process

Thematic analysis has identified an ‘change criticality’ data pattern in all transcripts. Organizations established a feeling of urgency to initiate the change. Urgency is related to a change that has high priority and importance for the organization. In addition, it requires immediate attention and the start of its implementation as soon as possible to address the needs of the organization. From transcripts, we can observe that organizations explained reasons why an organization needs to start a change now. This relates to revealing the potential consequences of not adopting change for an organization and communicating the importance of the change implementation.

Response ‘*recordings are needed as soon as possible for students because they have very tight schedules*’ (KSE) expresses the importance of initiating the change process in a short time as there is a clear need for an organization to create value for its stakeholders. ‘*We have to implement a new accounting process quickly*’ (FRI) reveals that an organization requires rapid change in the processes. From these two transcripts extract, we may highlight usage of words ‘as soon as possible’, ‘quickly’, ‘now’ that describes urgent necessity. It means that it is essential to create a feeling that change cannot be postponed to encourage an organization to proceed with the change.

Answers ‘*because of improper accounting, we could have sanctions*’ (FRI); ‘*any second of delay is a life risk*’ (KSE), ‘*need to maintain yourself, your family, company*’ (Upeople) reflect communicating reasons for urgency and potential consequences for an organization in case change

is not adapted. We may interpret it as importance to explain why it is crucial to implement a change now with valid reasons for a change. It is important to persuade employees in the necessity to implement a change in organization now.

As a result, I can outline three aspects of communicating that change cannot be postponed:

- 1) communicate that a change cannot be postponed through usage words of urgency;
- 2) communicate valid and clear reasons for a change;
- 3) describe consequences of potential consequences if the change is not implemented.

### 3.2 Direction of the change

Data pattern ‘change direction’ was identified. It reveals how organizations reached an understanding of the future to-be process in a company, what helped them to develop a vision for a change, and the instruments that organizations applied. Organizations hold special workshops and meetings with stakeholders to define requirements. Some participants mentioned that senior management during the war vision development process was short as the degree of urgency because of the war was high. As a result, only short calls were organized to align the understanding of the organization’s needs: *‘development of the vision is crucial, so we dedicated lots of time researching stakeholders needs through workshops’ (UGEN); ‘we did not concentrate on vision development much, because war introduced life risks and we had to adapt our business processes to them, so we were driven by safety concerns’ (Uppeople).*

Responses *‘I developed a vision outlining where we are moving’ (FRI); ‘I created a vision for our change to understand our future state’ (ZNOUA)* demonstrate that vision is related to the direction to what a company has to move to achieve desired goals. For example, interviewees stated such vision statements: *‘organization with 80% profit level from oversee markets’ (Uppeople); ‘communication department with a professional manager’ (UGEN); ‘NGO with improved inter-branches communication’ (FRI); ‘first company on the market of a new national multi-test preparation’ (ZNOUA).* These vision statements describe the main objective after the change.

Besides, it is important to reach a common understanding of the vision, outlining the future state of the organization.

As ‘vision development’ is a broad theme, we highlighted a few sub-themes that support main data patterns and explore different angles of the subject.

**Sub-theme: as-is process analysis.** Interviewees were asked about their processes before the war to identify their as-is processes. To comprehend the vision of a change, the organization analyzed the as-is processes of their companies. As-is analysis describes the current state of a process and established workflow that employees adopted to their behavior. For example, *‘the*



*current recording process is that we ask the assistant to set up a camera equipment in the room, prepare the lecturer with microphone, periodically upload recordings to a computer, then the coordinator sends it to the editor who publishes recording on YouTube' (KSE); 'earlier we held sales presentation, negotiated terms, took initial workload and started to work without trials' (Uppeople).*

Participants mentioned that as-is process facilitates identifying initial gaps that have to be addressed: *'our communication strategy is vague' (UGEN); 'the recruitment process lacks interview for values' (UGEN); 'we know need to know how NMT differ from ZNO' (ZNOUA)*. In addition, interviewees talking about as-is process described what key differences and components required improvements: *'the sales process was focused on what uniqueness we bring at the first place rather than our reliability' (Uppeople); 'we have now 20% of our clients in Ukraine' (Uppeople); 'our networking between branches is weak' (FRI)*.

#### **Sub-theme: to-be process development**

Answers *'we designed preliminary future workflow' (ZNOUA); 'I conducted a workshop with the recruitment team to develop new selection process' (UGEN)*, show that organizations developed to-be processes in order to capture a vision of the future process. It outlines the future state of the organization. Besides, to-be process describes a workflow that an organization is supposed to adopt after the implementation of a change. This is reflected in the interviewees' responses: *'now we make an accent that we can continue to work reliably in the war conditions in our presentation and offer clients to give us trial positions to demonstrate our capabilities' (Uppeople); 'all project managers have to develop project budget, discuss it with me as a head of NGO, then with an accountant, after this I will issue the order for cash requisition' (FRI)*.

Interviewees claimed that to-be process design was useful in refining clear vision of a change. Interviewees mentioned that after developing of to-be process their vision statement became clearer as they could see the initial designs of a future process.

Development of to-be process designs helped organizations to better understand gaps in the process by comparing as-is and to-be states: *'after designing to-be process I better grasped what I see' (ZNOUA); 'it systemized view of future workflow' (FRI)*. The organization applied process design to capture future workflow in detail and not to miss important details. Additionally, part of companies used process modeling software for improved process overview: *'Draw.io was useful in process visualizing and with a help of it I created a model' (KSE)*.

#### **Sub-theme: process capturing.**

Interviewees identified how processes were documented in their organization. Analysis has shown that participants have not used BPMN 2.0 in process modeling. Instead, processes were described in traditional instruments such as Excel and Word: *'our lectures recording process is*

*captured in Excel*' (KSE); *'we documented workflow of sales process in Word*' (Uppeople). Some organizations applied corporate messengers for process documentation: *'I described how we handle documentation in Slack as the new features there were introduced*' (KSE). Participants claimed that they did not require more sophisticated tools, as employees got used to simple instruments in their work.

Transcript analysis shows that organizations that participated in research do not utilize full potential of special software for modeling business processes.

As a result, analysis of as-is processes and designing of to-be processes was beneficial in identifying process gaps that helped to develop a vision of the change in an organization.

### **3.3 Change implementation plan**

The change implementation plan specifies how the vision has to be reached through undertaking a sequence of tasks with predefined deadlines and acceptance criteria.

Interviewees noted that the change implementation plan was useful in identifying people who were influenced by the change and developing a proper communication plan with stakeholders. Participants of the interview mentioned that they tried to describe a portrait of stakeholders, how they would be affected by the change, and what frequency and instruments of communication they needed. In that case, RACI matrix was used to manage change stakeholders efficiently: *'during change planning we analyzed who were our stakeholders and what approaches in communication suited for each of the impacted party*' (KSE); *'our project management utilized RACI matrix that was useful, as it organized data about our stakeholders and what degree of participation each of them played in the change process*' (ZNOUA).

Interviewees claimed that they developed steps of actions required to achieve a future process state. They had to analyze the scope of a change at first. It facilitated understanding of work estimates. Interviewees noted that they determined a list of tasks aligned with every process gap. It was important to analyze if tasks were aligned with a change vision as well. Tasks were distributed between team members with determining deadlines and milestones for each of the change implementation stages. Change implementation plan was captured most often in Excel format where the change manager organized a list of tasks, deadlines, assignees and work estimates. Also, budget of the change project was developed to plan company's resources and define cost estimates. Some organizations used Jira software which simplified the structuring of tasks with transparent tracing and reports. The following data supports this statement: *'find a person for position-write new instructions-hold meeting-distribute tasks*' (FRI); *'hire an accountant-develop new project budgeting rules-test them on 1 project-improve process*' (FRI);

*'buy Edoc licenses-migrate data from Vchasno-educate-load all docs to Edoc' (KSE); 'we organize change implementation plan in excel and shares it with employees' (ZNOUA).*

Representatives of organizations stated that change implementation plan facilitated the capture of a better vision of the to-be process, as a work backlog was developed: *'plan helped me to structure my thoughts' (FRI); 'developing of a plan refined my vision of to-be process (UGEN)'*.

Thus, change implementation plan in participants' organizations was focused on defining scope of work for a change; stakeholder analyses with developing RACI matrix; creating list of tasks with deadlines, assignees and acceptance criteria in Excel or Jira; budgeting of change; and defining milestones that signalize about reaching of a certain stage.

### **3.4 Process optimization**

Another data pattern related to vision development is process optimization. Ukrainian organizations concentrated their efforts on not only changing the process workflow but also improving the efficiency of the processes. This is related to a need to automatize the manual work to concentrate on more value-generated processes. Another reason is that the direct influence of war introduced resource scarcity. Ukrainian companies had to pay attention to each effort and what would it require from the organization. Resource limitation required more considerable decisions. Interviewees noted that the war formed a favorable environment for process optimization because of the urgency that the war introduced. Employees had to learn different automatization instruments and apply them in their work. Besides, the organization invested time in researching different automatization solutions to optimize each process step. Next data illustrated these conclusions: *'war made us come up with a creative solution to automate our processes: we integrated ASU with Edoc to process students' cards faster' (KSE); 'recorded lectures automatically to cloud from set up in shelters, we used Zapier to organize recordings without manual work' (KSE); 'we bought CRM software to simplify candidate processing' (Uppeople).*

### **3.5 Communication of change vision**

Ukrainian organizations had to communicate a vision of the future to-be process to their employees: *'I feel that it is crucial to communicate the vision of a change to find more supporters' (FRI); 'we wanted to avoid misunderstanding and align our view for a change' (KSE).* It is crucial to explain to our employees reasons outlining the need for a change. Besides representatives stated that they organized special online and offline meetings to introduce a new change to an organization: *'we organized a call for employees to explain why we need a media coordinator' (UGEN); 'we gathered all employees to explain them reasons for a change in organization*

(ZNOUA)'. Key differences between as-is and to-be processes, highlighting gaps that should have been filled, were communicated: *'the key objective of our group call was to explain to employees how a new process would differ from old one (KSE).*

#### **Sub-theme: work with uncertainty**

It is important to address questions of employees properly and be transparent about the risks connected to a change. Besides, the organization had to understand the concerns and fears of employees. Change causes a certain degree of uncertainty for a company and some people are scared of this. Risk of the uncertainty shall be mitigated by presenting a clear plan of change implementation where each step is described: *'I felt responsible to talk about risks that a change would bring' (FRI); 'in order to proceed with a change in budgeting rules I had to analyze concerns of my team and understand' (UGEN); 'we had to eliminate uncertainty in our future product by transparent communication' (ZNOUA).*

#### **Sub-theme: change benefits**

In addition, special attention was paid to communicating the benefits that change would bring to the organization. It relates to the advantages of adopting a change. Participants of the research claimed that they communicated about how a change would improve the work of each employee so that employees realized the benefits of a change for themselves and the organization overall: *'entrance to new market will strengthen our image and skills' (Uppeople); 'Edoc will execute auto processing of an agreement and you will not need to do any manual work that was before' (KSE); 'new accounting process will improve the transparency of our organization, the efficiency of projects and rational usage of our resources (FRI)'*.

It increased employees' motivation to participate in a change, because of translating of a change value: *'when employees understood that they will not need to do any manual tasks with contracts processing, their engagement to reach automatization strongly increased' (KSE).*

#### **Sub-theme: attitude to change**

The majority of interviewees noted that employees in the organization accepted the change without resistance, as people understood that they needed to work under wartime conditions and there was a clear need for change to continue the existence of the company: *'employees trusted us because we had to get through dark times' (FRI); 'everybody accepted that we needed to change our focus markets to continue to maintain our company and our families' (Uppeople); 'employees recognized life risks in the delayed transfer of recording set up to shelters and had not resisted to a change' (KSE); 'a plan to create new position of head of communication was perceived well as organized media processes would improve the efficiency of our projects' (UGEN). Crisis environment make team members realize about importance of their contribution in the company's prosperity. Some interviewees noted that urgency helped them to promote changes in*

organizations faster. Participants commented that they experienced sometimes misunderstanding of the to-be process and has to held personal calls to explain the process better.

As a result, vision communication is an important step in implementing a change as employees have to understand the direction of what a company agreed to move, the reasons for changing processes, potential risks and benefits of the change. Efficient communication results in a positive attitude to change and acceleration of change process.

### **3.6 Shared responsibility**

Data pattern of delegating tasks to other employees was identified. Delegation refers to empowering other individuals to own specific change tasks. Change managers created an environment of shared responsibility so that each person could feel responsible for change and its results: *'each team member shall realize that they are responsible for efficient recordings handling'* (KSE); *'shared responsibility encourages employees to own the process and produce better results'* (Uppeople). Besides, specific change tasks were delegated to other employees. It allowed to decrease change manager workload and distribute change tasks equally. Also, delegation facilitated new learning opportunities for implementing change for employees: *'I trusted recordings handling process to a deputy and IT specialists'* (KSE); *'business development specialists were responsible for testing new sales presentations'* (Uppeople); *'I encourage people to participate in events through the head of the branch'* (FRI); *'I trusted accounting process revision to a new-hired accountant'* (FRI).

As a result, delegation helps to optimize work, create learning opportunities for change implementors, and strengthen professional competency.

### **3.7 Demonstrating first results to show that change works**

Interviewees noted that they managed to generate the first results to show that change brings value. It allowed to save the trust in a change in employees that was crucial for the efficient continuation of a change implementation plan. Organizations presented their first results during general company meetings. During a meeting, qualitative and quantitative results were presented. Data is useful in showing first-change results for an organization. As a result, organizations had to collect data about initial attempts to implement a new process. Data brings proof-based evidence and could be used for working with resistance and negotiating more resources. The following information reflects these statements: *'we improved our lead time with processing recordings from 48 to 24 hours by using the first automatization tool Zapier'* (KSE); *'we could balance the load of work on projects better because of hiring media coordinator'* (UGEN); *'in 3 months we managed to earn money by closing first position abroad'* (Uppeople); *'new accounting rules worked well*

*on a test project' (FRI); 'our first results in recording process optimization persuaded our management to dedicate new cameras to our shelters' (KSE).*

In addition, demonstrating first short-term wins increases employees' motivation and engagement level as they see clear results of their common work: *'after we closed first tech-position for our client, our team boosted their performance, as they have seen that our new strategy worked and were motivated to receive higher bonuses for closing positions' (Uppeople).*

### **3.8 Rooting of the change in the organization**

Standardizing a new process for an organization may be challenging as employees have to refuse the work approach that they used to execute before the change. It requires constant monitoring of how to-be process is applied in a company. Monitoring prevents impediments that could be threats to the change. Monitoring is tightly connected with requesting feedback from stakeholders in order to analyze challenges that exist in new process application and the influence it brings to affected sides of the change: *'we monitored new recruitment process and how employees used it' (UGEN); 'we were observing how employees budgeted their projects and tried to find blockers in the process' (FRI); 'while we were analyzing documents handling process, we found that software did not support features that we needed' (KSE).*

#### **Sub-theme: constant communication**

Constant communication is important to remind employees vision of to-be process and main goals. Organizations provided employees with change implementation strategy guidelines, process descriptions, gaps analysis and other documents and periodically reminded them about these documents. The status of the change implementation was communicated periodically at company meetings where employees could express their concerns and provide feedback. It allowed to promptly react to a problem and solve it in time. Besides, frequent communication helped to detect employees who experienced troubles in applying new processes. In this case, organizations appointed a new meeting for analyzing problems that prevent an employee from intended behavior: *'people could forget about the new budgeting rule and I needed to remind them' (FRI); 'our daily calls showed that it was difficult to get used to BreezyHR CRM' (Uppeople); 'sometimes I organized 1-2-1 to explain the process better' (ZNOUA); 'I used periodical online calls and follow-ups in Slack with important info' (KSE); 'I permanently explain the importance of a change' (FRI).*

Also, interviewees noted that it was crucial to make sure that employees supported change and made efforts to their tasks. People who were undermining change implementation were fired. Such employees did not change their behavior after repeated feedback sessions, refused to provide valid reasons for their behavior, and were not willing to contribute to company's prosperity.

According to interviewees, it is better to terminate contracts with individuals who demonstrate undermining behavior as it could influence overall team performance. If do not fire underminers, they may not adapt to a new process and practice its execution in everyday work. Also, such individuals could influence other employees, encouraging them not to follow the new process by demonstrating their rebellious behavior: *'if a person did not react to my recurrent feedback and did not provide me with valid feedback, I would fire his/her as such behavior would be dangerous for organization performance'* (Uppeople).

#### **Sub-theme: to-be process modification**

Upon stakeholders' feedback, the design of the to-be process could be altered. Feedback facilitates the refining of a process design. It helps to improve processes creating additional value for an organization as their feedback is taken for granted. Interviewees did not need to radically change process design, but rather partially modify it: *'we needed to modify the process of recording based on the lecturers' feedback as we realized that a lecture is one of our stakeholders' (KSE); 'based on employees' feedback, we decided to find a tool that would automatically import CVs to the CRM' (Uppeople); 'our students said that they want to use ZOOM rather than Clickmeeting, so we edited in our process that session would be in ZOOM' (ZNOUA); 'we made small improvements in a communication process with media after feedback session concerning latest project' (UGEN).*

Some interviewees commented that sometimes they modified the to-be process because of external factors such as new legislation, software updates; changes in pricing policies etc.

Thus, rooting a new process in organizations results in challenges for change managers as employees have to change their behavior. Monitoring is crucial to observe how team members apply a new process in the work and identify potential impediments. Constant communication facilitates a better understanding of the vision and reminds employees of expected objectives. Change managers may need to alter the process design up to the feedback of colleagues who practice a process directly or stakeholders who are influenced by the change.

### **3.9 Application of transformational leadership in managing change**

Organizations that participated in the research applied approaches of transformational leadership while managing change projects. Transformational leadership is important in implementing a change as it helped to establish better interaction with a team, support and mentor every member. We identified several sub-themes under the theme of transformational leadership:

#### **Sub-theme: charisma**

Ukrainian change managers applied the dimension of idealized influence. Leaders lead their teams by charisma. It helped to form a team of change supports and become a role model for

others. Employees tend to get inspired by charismatic leaders. Charisma is expressed through the behavior of a leader. It reveals personal values, track record, outstanding achievement, and readiness to lead and develop others. Charismatic managers are willing to own the process and take responsibility for their initiatives. Employees tend to trust such leaders and want to cooperate with them. For example, interviewees stated that: *'my charisma helped me to implement a change' (FRI, KSE); 'people see me as a role model and trust in my decisions' (FRI); 'I am an open person and can communicate directly about problems' (ZNOUA); 'I take responsibility and do maximum' (Uppeople).*

It is important to mention that some interviewees could not answer objectively whether their charisma helped them: *'you need to ask a team if they see my charisma' (Uppeople).*

Some noted that their leader was not charismatic, but could efficiently work in the organization: *'it was more responsible task execution rather than charisma' (UGEN).*

### **Sub-theme: mentoring and support**

Another dimension of transformational leadership that we can track in transcripts is inspirational motivation and individual consideration. It is expressed through supporting team members during change implementation, helping them to identify blockers in their work. Also, it is related to emotional support as the war had a negative influence on the emotional state of employees. Leaders had to take care of employees' well-being at work and be attentive to their emotional state as it could influence performance directly: *'my manager periodically asked me how I feel and how the war affected me' (KSE); 'as a leader, I tried to support emotionally my team as they were stressed' (FRI).*

Apart from emotional support, Ukrainian organization provided their employees with material support if they were impacted by war: *'we provided financial, accommodation and food support for employees from occupation' (Uppeople, ZNOUA, FRI); 'in case our colleague was listed to the army, we raised funds for him/her' (Uppeople, ZNOUA, FRI, UGEN, Uppeople); 'during the war, we felt social responsibility for our people and did everything possible to continue pay salaries and hire more people who needed work' (Uppeople).*

Mentoring facilitated the development potential of team members. A leader as a mentor could share his/her knowledge and experience, make a personal development plan, and search for zones of growth. Mentoring is commonly practiced in many organizations and is seen as an efficient tool. Employees see a mentor as a role model and are ready to follow him/her: *'I helped team members to solve an issue when something blocked their work' (KSE, Uppeople); 'I made sure that everyone understood the process and if not, I supported such individuals on personal calls' (Uppeople, KSE, ZNOUA); 'I hold mentoring sessions to understand how employees can grow' (FRI, Uppeople, KSE).*



### **Sub-theme: learning**

Ukrainian leaders encouraged continuous learning in their organizations. It is connected with intellectual stimulation. Learning is important for change implementation as a change creates learning gaps that have to be properly addressed. Besides, interviewees mentioned that in the organizations it was encouraged to use creativity to find interesting solutions and express initiative in learning needs: *'we encouraged employees to do additional training in telegram and tik-tok PR' (UGEN); 'we organized training for employees about how to write project budgets' (FRI); 'we had to learn many automatizations tools' (KSE), 'our company is ready to cover special courses that are relevant for our employees' (ZNOUA).*

Some interviewees said that because of war they did not invest time in learning: *'we have not concentrated on trainings because we were in a war' (Uppeople).*

### **Sub-theme: mistakes acknowledgment**

Analyzing transcripts, we identified that leaders in organizations that participated in research recognized their mistakes. As for the reasons for making mistakes, interviewees mentioned self-confidence, inattentiveness, high workload, and stressful work conditions during the war. When a manager realizes that he/she made a mistake, he/she recognizes it and tries to solve the issue: *'if something is wrong I start with myself' (Uppeople); 'I had excessive self-confidence and made mistakes in the protocols handling process (KSE); 'when the team provided feedback, the manager accepted and improved his work' (ZNOUA); 'I am self-critical person and acknowledge mistakes' (FRI); 'I have not shared the webinar results' (FRI).*

### **Sub-theme: motivation**

A leader motivates employees to reach expected goals and finds different motivating instruments that help to acknowledge employees' contributions to change implementation. Recognizing an employee's work is an important motivating factor that drives personal development and level of performance in the team. Interviewees mentioned that they praised team members for their efficient work, awarded them with bonuses, and presented special gifts such as corporate merchandise: *'I acknowledged employees who performed well on group calls and made an accent on how this individual helped us' (ZNOUA, FRI, KSE); 'we developed a system of bonuses and provided additional leaves for employees with high-performance' (KSE).*

In addition, employees were motivated with an understanding of the importance of their work, in a transparent understanding of the vision and what benefits future state would bring for the company and employees: *'I motivated employees saying that we need to contribute to our society and army' (Uppeople, FRI, KSE, UGEN); 'I think people were motivated as I explained reasons why we need to change and described in detail to-be process' (FRI, Uppeople); 'I*

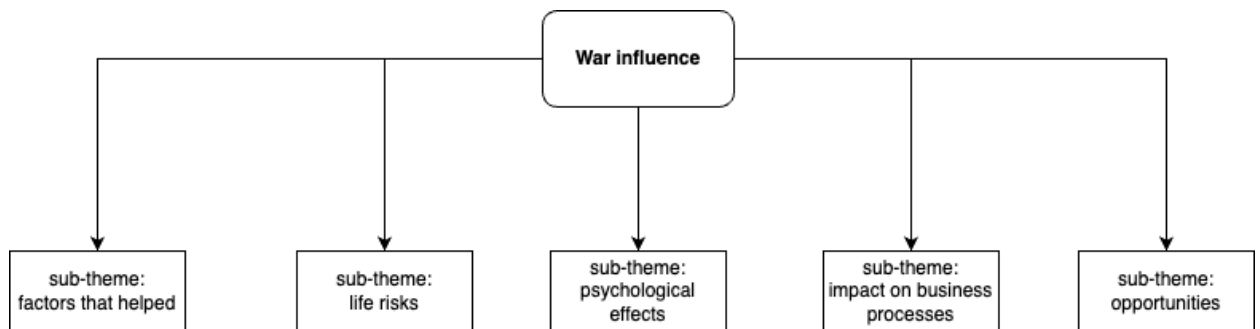
*described benefits that change will bring to organization and each employee individually’ (ZNOUA, KSE).*

Ukrainian organizations that participated in the interview applied techniques of transformation leadership such as leading a change with charisma, mentoring and supporting interviews, encouraging them to learn and admitting mistakes.

### 3.10 Factors that helped to implement change in a war environment

Figure 2.

*War influence on Ukrainian organizations.*



*Source: thematic analysis outcome.*

Participants of the interview revealed what aspects helped them to implement a change during the war. The majority of interviewees outlined that realizing the importance and urgency of change drove the change process. Another factor is a common understanding of the change vision: *‘understanding importance of the change and their urgency’ (KSE, FRI, Uppeople); ‘common understanding of what we are doing’ (FRI, ZNOUA, UGEN); ‘urgent need for processes automatization related to life risks’ (KSE).*

Besides, interviewees mentioned that frequent communication with stakeholders was crucial to maintain the quality of a change: *‘a lot of communication with stakeholders to inform about results’ (ZNOUA, Upepeople, FRI).*

Another aspect is communication with more experienced employees who provided with valuable knowledge from their practice. This advice was useful in the change implementation process and helped to work with complicated cases: *‘I could contact the CEO of a company and ask for advice when I had serious issues’ (UGEN, ZNOUA); ‘communication with more experienced people’ (Uppeople, KSE).*

As for sources of knowledge and skills, the majority of participants mentioned that they found useful literature in the field of management, business optimizations, business processes: *‘literature about change management and business processes optimization’ (FRI, KSE); ‘I read*

*books about change and business process efficiency*' (ZNOUA); *'I studied how to work with resistance, communicate with people, and look for supporters'* (FRI).

Also, it was a personal experience in the organization. Interviewees mentioned that they experienced various critical situations in their work and could solve complicated problems during the war: *'experience that I gained in an organization helped me to cope with war challenges as I knew what to do with issues'* (FRI, KSE, Uppeople, ZNOUA).

Some interviewees noted that a combination of different instruments such as books, working experience, experiments and reflection facilitated the implementation of a change in the war environment: *'it's a mix of books, working with clients, experiments, reflection and self-analysis'* (KSE, Uppeople).

An interesting finding was that only one interviewee mentioned education as a helping factor, more specifically MBA education which is more focused on business challenges: *'my MBA education helped me, for example, courses in operational management and project management'* (KSE).

Besides it is important to say that participants consider that they had enough resources to initiate a change and have flexibility in making decisions: *'resources sufficiency was a key factor in changing out recording procedure, we could buy expensive wall cameras'* (KSE).

### **3.11 Impact of war on business processes**

Business processes required review after the start of the war to test if as-is workflows could cope with the war challenges. Interviewees stated that they had to analyze different risk events and compose a mitigation plan for each risk. Probability of the risk events such as electricity shortage, air alarms, shillings, destruction of company infrastructure, and injury of employees was high. Managers had to adapt business processes to the war environment and develop alternative process workflows in case risk appeared. It required additional training for team members as they had to know how to react to a problem rationally. For example, the algorithm of work in case of air alarm begins or how employees would work when at their homes is no electricity. Additional communication campaigns were conducted prioritizing employees' safety over profit: *'we had to react to air alarms promptly to find a shelter at work and had to disconnect from work'* (KSE, ZNOUA, Uppeople); *'senior management held a meeting informing that our company prepares for potential electricity shortages by purchasing generators'* (KSE, ZNOUA); *'we worked each case of crisis event with team members so that they would predict their behavior'* (FRI, KSE, ZNOUA, Uppeople).

All interviewed organizations stated that they had to switch to a completely remote style of work, as office work could be dangerous. In 4-6 months after the start of the Russian invasion

some companies returned to a hybrid style of work as there was the need for human interaction and life risks decreased: *'because of war we have to work only online'* (ZNOUA, Uppeople, KSE, FRI, UGEN); *'remote work was safer for our employees'* (ZNOUA, Uppeople, KSE, FRI, UGEN); *'in 6 months we started to organize offline lectures because we were ready for different risk events'* (KSE).

Participants mentioned that blackouts, air alarms and shellings had the biggest influence on their business processes as these factors disrupted the stability of the operations in the company. Employees could dedicate fewer working hours to their work and it impacted on business processes efficiency.

### **3.12 Adaption of business processes to safety risks**

Participants had to face various life risks in working in war environment. Work could be stopped because of frequent air alarms that forced employees to search for shelter. With time, some organizations adapted and organized flexible workspaces with the Internet in shelters. Employees, as a rule, were scattered across the country and some have been under constant shillings that endangered their lives. The necessity to seek shelter forced employees to disconnect from work and directly influenced team permanence: *'at the beginning of the war we had a lot of air alarms that disrupted our work'* (ZNOUA, Uppeople, KSE, FRI, UGEN); *'we started to modernize our shelter to organize workspaces there'* (KSE); *'some colleagues were under shelling'* (ZNOUA, Uppeople, KSE, FRI, UGEN). Companies developed rules of work to maintain business reliability. In case, in a certain region air alarm begins, an employee from a safe region could support an offline person: *'war forced us to look for ways how to avoid work disruptions and maintain stability, so we had a call with team members and developed coverage plan in case in some of the regions air alarm begins'* (ZNOUA, Uppeople, KSE, FRI, UGEN).

Some team members could reside in the regions that were captured by the Russian army and they had to seek ways to flee from occupation or even stay at temporarily occupied territories because of the closing of humanitarian corridors or other reasons such as disabled parents with limited mobility or fear of losing home. Living under occupation is a big life risk as occupants monitored activity of the population and were looking for public activists. Food, water, and energy supply was limited. Organizations tried to support employees under occupation by searching evacuation routes, sometimes even unofficial ways with the help of locals. Companies could send financial support to individuals in occupation or even find people who had needed resources in the temporarily occupied city. The organization kept a stable connection with them to track their state. In the case of a successful refuge from occupation, companies found temporary accommodation and paid financial help: *'our CEO was under occupation and could not work, our*

*communication with her was limited*' (UGEN); *'one of our specialists could not evacuate from Kherson, we tried to write her periodically and help her financially by sending money to the bank card, we were worried as she could get kidnapped and there was little food, our team lead found people who could evacuate our college and she managed to relocate to our COO's house in Kyiv'* (ZNOUA).

In addition, some employees, mostly males, had to enlist in the army and go to the front lines. The organization tried to support these employees by buying them the necessary equipment and continuing to pay salaries. Enlisted employees had to temporarily stop the execution of their work duties which influenced team performance: *'some employees got listed to the army or even joined armed forces voluntarily, our company bought then needed equipment and supported them when they needed something on the frontline'* (KSE, FRI); *'unfortunately, because of mobilization we lost a huge number of our main specialists and we had to search for a temporary replacement'* (ZNOUA).

According to interviewees, one of the biggest war challenges was a blackout in the winter 2022-2023 that lasted more than 3 months. Ukrainian energy infrastructure was under attack of Russian army causing electricity shortages around the country. Electricity was supplied in limited hours. It resulted in life risks for employees who lived in multi-story buildings that were dependent on electricity supplies. Blackouts disrupted stability of work as most employees could not work in business hours as the disconnections schedule was flexible and could happen in any time range. Participants of the interview mentioned that they had to prove their reliability and commitment to foreign clients, persuading them that they could work even in an environment of electricity shortages. The organization applied flexible work approaches by substituting persons without electricity with employees who had access to the network. Some organizations bought for their offices electricity generators that worked on gasoline. The purchase of generators helped to maintain the stability of work and support employees who suffered from electricity shortages. Employees who had no access to generators had to find solutions to continue to work such as buying transferable batteries, solar panels, changing the fiber type of internet, using personal hotspots or looking for places that were supplied with electricity in a city: *'blackouts seriously undermined our reliability reputation among our clients, we had to buy batteries and work in cafes'* (Upeople); *'during electricity shortages, there were no electricity and warmth supply in houses, so we bought a generator to our office and every employee could come'* (KSE, ZNOUA); *'it was very difficult times to us as there were no stability of work'* (Upeople). Interviewees noted that they managed to save their companies after severe blackouts and from spring 2023 electricity supplies normalized.

A big part of employees has to relocate within a country to safer regions or refuge abroad because of life risks for them and their families. Employees who refuged abroad as a rule continued to work for their companies and in times of blackout or air alarms could support the company's work stability: *'our CEO had to refuge to the Netherlands'* (UGEN); *'nearly 30% of employees relocated to foreign countries and continued to work from there'* (ZNOUA); *'part of employees moved to relatively safer regions on the west'* (KSE, FRI, ZNOUA, UGEN).

### **3.12 Psychological effect of the war**

War influenced employees' emotional state negatively. They experienced burnout, because of constant tensions. Some of them took bigger workloads to distract from war and it resulted in burnout, too. War made organizations put bigger efforts in their work and take more responsibility to maintain company operational: *'team experienced burnout and more stressful work environment'* (FRI, KSE, Uppeople, ZNOUA); *'employees took big workloads to get distracted from the war'* (FRI); *'employees felt increase in workload and responsibility'* (Uppeople).

People felt emotional fatigue due to news about casualties and the destruction of infrastructure, constant worries and stress for their and relatives' safety. Employees felt scared as the war brought many uncertainties and did not were sure about their future. Interviewees mentioned that they had to balance between emotions and work to remain professional: *'I observed in team general emotional fatigue'* (FRI, ZNOUA); *'I felt difficulties in my psychological and emotional state'* (KSE); *'I feel that I have limits in my strengths to keep up'* (KSE); *'I need balance to be calm and professional'* (KSE); *'people were scared and stressed because of the war that brought deaths, injuries, made people to refuge'* (ZNOUA, KSE, UGEN, FRI, Uppeople).

### **3.13 Opportunities**

War forced organization to learn and explore new solutions as the level of urgency for a change was high and processes had to be altered in a short time. In transcripts, we identified that organization has to learn new optimization tools that would help to improve their work under war conditions. Employees improved their hard skills by applying different automatization programs in their work. It created a big learning gap that had to be filled rapidly. Urgency facilitated faster decision-making and complete adoption of the change, so it was easier to promote new ideas: *'I have to learn a lot'* (KSE, FRI); *'I learn a lot about processes optimization and automatization'* (KSE); *'we did additional training in new CRM system'* (Uppeople).

In addition, interviewees noted that people improved their soft skills as well. For example, creativity, problem-solving, ability to work efficiently under stress, empathy and others: *'I*

*developed new soft skills, for example, mentoring' (KSE); 'team became more self-organized and could independently find a solution of their problem' (KSE, Uppeople).*

Another tendency is that organizations were forced because of a shortage of the Ukrainian market to search for clients abroad. Companies adapted their sales presentations and developed unique propositions for customers. Besides, organizations introduced new approaches in their work: *'we extended to markets abroad, organizing in the Netherlands project for youth' (UGEN); 'our company had to focus on foreign markets which could maintain our profitability' (Uppeople).*

The war environment created the need for new specialists in a company. In certain companies, war highlighted weak spots in human resources and new professionals were hired. Also Ukrainian job market required more specialists in the field of data analytics to estimate damages caused by the Russian invasion; fundraising specialists to collect funds for charity projects in Ukraine or support armed forces with equipment; procurement specialists for transparent and efficient purchasing process; HR specialists who would take care of employees who suffered from the war or enlisted employees on the frontlines: *'new work positions were created for analysis of war impact, fundraising, procurement' (KSE); 'we realized that we needed media coordinator for better projects performance' (UGEN); 'I appointed deputy who was responsible for maintaining communication with enlisted employees and organized charity fundraising events for them' (FRI).*

As a result, I can make conclusion to the chapter. First of all, I identified how Ukrainian organizations improved business processes during the war and what change management approaches were applied. Ukrainian organizations that participated in the research applied change management model in managing a change in a company. Participants have not used any specific change management model from the literature but practiced change management steps that determine the change management directly.

Participants created a **sense of urgency** by communicating to their organizations that a change could not be rescheduled using words of urgency such as *'as soon as possible'*, *'now'*, *'quickly etc'*. They communicated valid and clear reasons encouraging colleagues to start the change process. It is important to describe the potential consequences of not adopting a change to stimulate the organization to support a change.

Organizations **developed a vision** of the intended state of the organization analyzing as-is processes and designing to-be processes. Comparison between current and future processes was useful in clarifying process gaps. The identified gaps facilitated the development of a vision statement as the scope of change was predefined. Vision statements outlined the direction that the company committed to follow so that change would be reached. Participating organizations have

not used BPMN 2.0 for modeling processes and prioritized mostly Excel for documenting processes.

**Change implementation plan** supported a vision defining how it would be achieved. The change implementation plan in participants' organizations included defining the scope of work required to implement a change. Organizations conducted stakeholder analyses and utilized RACI matrix for stakeholders management. A list of tasks with deadlines, assignees and acceptance criteria was developed in Excel or Jira. Organizations budgeted a change project to estimate cost of work. Milestones describing significant events in the change project. Participants communicated vision of a change to their organization.

Ukrainian organizations demonstrated **process automatization** intention as the war environment facilitated searching of different instruments for simplification of work.

**Vision communication** is an important step in implementing a change as employees have to understand the direction that the company undertook. Vision communication includes describing future to-be process and how it differs from as-is process, highlighting reasons for a change, and clarifying potential risks and benefits of the change. Organizations communicated a change during special dedicated online meetings where employees could ask questions and express concerns. War eliminated resistance to change among employees, as they realized the importance of the change for the organization's existence and efficient work.

**Delegation** of change tasks helps to distribute work tasks rationally and empowers trusted individuals to own change processes. This approach helps to optimize work, create learning opportunities for change implementors, and strengthen professional competency. Participating organizations created an environment of shared responsibility so that each employee felt responsible for a change process.

**Demonstrating the first results** of a change is crucial to prove that change is creating value and saves employees' trust in a change. Organizations operated quantitative and qualitative data in showcasing intermediate results. Successful generation of initial results motivates employees to invest in a change more.

**Adapting a new process** in organizations is difficult for change managers as employees have to change their behavior. Monitoring is crucial to observe how team members apply a new process in the work and find potential blockers. Permanent communication improves understanding of the vision and reminds employees of expected objectives. Based on intermediate feedback form stakeholders, the process could be modified to reflect important needs.

Secondly, I identified how Ukrainian organizations exercised transformational leadership in implementing a change. Interviews demonstrated that **transformational leadership** approaches accelerate the change process through charismatic leaders who lead a team inspiring with his/her



example and track record in the organization. Charismatic leaders are role models and employees tend to trust such a person. Transformational leaders support and mentor every team member, helping them to find a solution to a problem and supporting employees in difficult moments. Leader invests resources in learning and help employees to grow in their knowledge needed for daily work. A transformational leader motivates a team by recognizing contributions, awarding bonuses and extra benefits to encourage employees to invest more in a change. Besides, according to interviews mistake acknowledgment is important for a leader to correct mistake and reach expected goal.

Thirdly, I determined factors that facilitated implementing change during the war. Ukrainian organizations that participated in the research found urgency and high importance of change and a common understanding of the change vision as the main motivating aspects of a change process. Maintaining constant communication with stakeholders contributed to the change quality. Understanding of current needs of stakeholders helped to modify the process based on feedback. Change leaders consulted with senior colleagues to find more suitable solutions. Mentors supported with their expertise and experience in an organization. Participants mentioned that business literature in the fields of management, change management and business processes was beneficial in implementing organizational change. Also, interviewees found useful personal experience and self-reflection. Having enough resources was crucial to manage a change during war.

Fourth, I determined war impact on business processes in Ukrainian organizations clarifying the most common challenges for managing change during the war. War brought companies bigger life risks for employees. Organization has to establish shelters in premises to protect employees in time of sheeling. Companies had to develop alternative plans to support employees who were impacted by war and could not work. Employees covered each other depending on air alarms in the regions. Companies prioritized employees' safety over profit and ordered to terminate work when air alarm begins in their region. Some companies could establish working spaces in shelter so that employees could continue to work if needed. Organizations mentioned that part of employees were under temporary occupation. Companies supported such individuals and tried to evacuate to Ukraine-controlled territories. Part of the employees were enlisted in the armed forces. Organizations supported enlisted employees permanently. These factors decreased a number of employees who could continue to work and companies had to look for a temporary substitute for employees who could not join work. Companies continued to pay salaries for all employees to support them. Participants named blackout as the biggest challenge of war time as shortages in electricity supply seriously disrupted stability of work. Organizations

organized generators at offices and developed rules of flexible work. Employees who refuged abroad supported their companies with stable work.

War had a negative impact of employees' emotional state. A high percentage of burnout was observed because of emotional fatigue and a permanent stress environment. War greatly influenced business processes. They required review to adapt them to war environment and safety rules. Organizations analyzed risks and made relevant mitigation plans in case of risk events. Companies had to switch to online work because of safety concerns. Some organizations returned to hybrid style of work after 4-6 months since start of the invasion.

War made organization master new tools and learn, creating new opportunities. Companies adapted instruments for the automatization of work, focusing on more value-creating processes. Employees improved their soft and hard skills. Some companies explored new overseas market to sustain enterprise profitable and extended their operation to new locations. War caused demand for specialists in data analysis, HR, communication, fundraising and procurement, creating career opportunities for employees, especially for those who lost their main work because of war influence.

## CONCLUSIONS AND RECOMMENDATIONS

First of all, I analyzed and systemized relevant scientific literature to define the role of change management in improving business processes under crisis conditions. I identified that change management and business process management have strong relationships with each other. In order to keep up with a constantly evolving environment, business processes have to be periodically changed. Change facilitates business process enhancements that result in expected organizational performance and a high competitive position in the market. Business processes that are not changing can cause organizational stagnation and losses in revenue. Change management provides crucial tools in transferring from the current state to desired state that helps to improve processes, conduct transformations, and change people's behavior and corporate culture. Change management approaches help to adapt to crises such as financial crises, pandemics, wars, etc. They provide strategies on how to implement change in an organization.

Secondly, I systemized and compared change management models such as Kurt-Lewin's 3-step model, Kotter's 8-step model, Mento's 12-step model, Jick's 10-step model, Cumming and Worley's 5-step model, ADKAR. These models exercise similar principles that are based on the Kurt Lewin's 3-step refreeze-change-freeze model. I defined common approaches shared in analyzed change management models: 1) determining idea and the context: understanding what has to be changed and why; 2) establishing a sense of urgency: encouraging the organization to adopt a change immediately by communicating valid reasons; 3) forming a coalition: gathering a pool of change supporters and building a change project team; 4) creating a vision: developing a targeted state of change; 5) communicating a vision: explaining organization what and how is going to change; 6) empowering: enabling team members to lead a change; 7) generating small wins for motivation: demonstrated first results of a change to encourage to continue implementation; 8) consolidating improvements: monitoring of change processes, communication with employees to elicit feedback, working with resistance; 9) reinforcing a change: adapting a change to employees behavior.

Thirdly, I defined how transformational leadership facilitates implementation of change. I compared transformational leadership with transactional and situational leadership to illustrate distinctive features of transformational leadership. The main principle of transformational leadership is that a leader who can inspire people to support a change, form a team with his/her charisma, be a role model for colleagues.

I identified purpose of research. It lays in understanding role of change management in improving business processes under crisis conditions based on how Ukrainian organizations enhanced their business processes and what influence the war had on the organization. Qualitative

research was applied as it is the most suitable in the context of empirical research, as it requires explaining the reasons of a person's reaction. Qualitative approach facilitates understanding of decision-making, patterns of behaviors, attitudes, emotions of research participants. Besides, research objectives were defined to address purpose of the Master thesis.

I defined interview as data collection method. The interview is strived to gather insights and understand deeper reasons for attitudes. For conducting interviews, I developed interview questions in order to efficiently collect data. I defined target audience for the interview that are representatives of Ukrainian organizations that experienced change after start of the war. I found research participants with the help of social network and references. Representatives of 5 organizations such as Kyiv School of Economics, Foundation of Regional Initiatives, ZNOUA, Uppeople, UGEN participated in the interviews. Ten interviews were conducted with ten individuals. For the purpose of context, I described background of participating organizations, outlining their size, business model, changes implemented, business process strategies and profiles of interviewees.

For data analysis, thematic analysis approach was chosen. I applied thematic analysis framework that. Initially, organized data in the transcripts and familiarized with it. Then generated initial codes for responses. After, it became possible to search for themes and revise them. Result of data analysis became table that illustrate themes and subthemes based on interviewees' answers. The table became the ground of writing narrative. For conducting of thematic analysis, I used Delve software to optimize the data analysis process.

I identified how Ukrainian organizations improved business processes during the war and what change management approaches were applied in a war environment. Participants have not applied any specific change management model from the literature but practiced change management steps that determine the change management directly. Participants created a **sense of urgency** by communicating to their organizations that a change could not be rescheduled using words of urgency. They communicated valid and clear reasons encouraging colleagues to start the change process. Organizations **developed a vision** of the intended state of the organization analyzing as-is processes and designing to-be processes. Comparison between current and future processes was useful in clarifying process gaps. Vision statements outlined the direction that the company committed to follow so that change would be reached. **Change implementation plan** supported a vision defining how it would be achieved. The change implementation plan in participants' organizations included defining the scope of work, stakeholders analysis, identifying work packages and their estimations, responsible employees, main milestones and budget estimates. Interviewees demonstrated **process automatization** behavior caused by war. **Vision was communication to organization** to understand the direction that the company undertook.

Vision communication included describing future to-be process and how it differed from as-is process, highlighting reasons for a change, and clarifying potential risks and benefits of the change. Organizations communicated a change during special dedicated online meetings where employees could ask questions and express concerns. War eliminated resistance to change among employees, as they realized the importance of the change for the organization's existence and efficient work. **Delegation** of change tasks helped to distribute work tasks rationally and empowers trusted individuals to own change processes. This approach helps to optimize work, create learning opportunities for change implementors, and strengthen professional competency. **Demonstrating the first results** of a change was crucial to prove that change is creating value and saves employees' trust in a change. **Adapting a new process** in organizations was difficult for change managers as employees had to change their behavior. Monitoring and constant communication was crucial to observe how team members applied a new process in the work and find potential blockers.

It was defined how Ukrainian organizations exercised transformational leadership in implementing a change. Interviews demonstrated that **transformational leadership** approaches accelerate the change process through charismatic leaders, support, mentoring, learning and motivation.

I determined factors that facilitated implementing change during the war. Ukrainian organizations that participated in the research found urgency and high importance of change and a common understanding of the change vision as the main motivating aspects of a change process. Maintaining constant communication with stakeholders contributed to the change quality. Understanding of current needs of stakeholders helped to modify the process based on feedback. Change leaders consulted with senior colleagues to find more suitable solutions. Mentors supported with their expertise and experience in an organization. Participants mentioned literature, personal experience and self-reflection as factors that were useful for them during a change.

War impact on business processes in Ukrainian organizations, clarifying the most common challenges for managing change during the war was identified. Organization had to establish shelters in premises to protect employees in time of sheeling. Companies had to develop alternative plans to support employees who were impacted by war and could not work. Companies supported employees who were enlisted and could not leave temporary occupied territories. These factors decreased a number of employees who could continue to work and companies had to look for a temporary substitute for employees who could not join work. Companies continued to pay salaries for all employees to support them. Participants named blackout as the biggest challenge of war time as shortages in electricity supply seriously disrupted stability of work. Organizations

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Thus, by fulfilling the research objectives I managed to reach research aim. I determined the role of change management in improving business processes based on the experience of Ukrainian organizations that implemented a change during the war.

**Research is limited** to the comparison of 6 change management models: Kotter's 8-step model, Mento's 12-step model, Jick's 10-step model, Cumming and Woorley's 5-step model, ADKAR and Kurt Lewin's 3-steps model. The work is narrowed by describing the experience of 5 Ukrainian organizations from the sphere of IT, education and NGO in implementing a change under war conditions.

### **Research recommendations**

For conducting of the research, it is recommended to analyze in the open sources what spheres of economics were impacted by war. First contacts with representatives of organizations should be made to estimate field of research. It is recommended to rely on LinkedIn and personal references to find individuals who could share experience of their organizations. It is important to send interview questions in an invitation beforehand. Interview should have duration not less than 50 minutes and give space for interviewee to reflect on his/her experience. Based on our findings, future researchers can interview representatives of different segments such as IT, education, tourism, HORECA, NGO, government and define how change management models differ among these spheres. Additionally, a more profound overview of how the war influenced Ukrainian organizations may be done. Besides, researchers could identify if organizations utilize business process modeling tools to describe processes and how they do it. Also, it is possible to research how transformational leadership is applied in change implementation from employees' perspectives so that they could describe their leaders' behavior.

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# THE ROLE OF CHANGE MANAGEMENT IN ENHANCING BUSINESS PROCESSES DURING WAR BASED ON EXPERIENCE OF UKRAINIAN ORGANIZATIONS

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**Master Thesis**

*Business Process Management Master Programme*

Faculty of Economics and Business Administration, Vilnius University

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## **SUMMARY**

79 pages, 2 figures, 70 references.

**The main purpose of the master thesis** is to define the role of change management in improving business processes based on the experience of Ukrainian organizations that implemented a change during the war. The work is composed of 4 main parts: analysis of scientific literature, research methodology, research results, conclusions and recommendations.

Literature analysis focuses on defining general concept of change management and its challenge, change management models efficient in managing organizational change during a crisis; the role of transformational leadership in implementing change; general concepts of business process management.

Research was conducted in change management approaches that Ukrainian organizations applied in implementing a change during the war. Ten interviews with representatives from five Ukrainian organizations were conducted. The purpose of the research was to identify what change management approaches Ukrainian organizations applied in implementing the change during the war and what impact the war had on business processes. Interview transcripts were processed in the thematic analysis software *Delve*. Participants' responses were coded by the meaning and combined into themes that share similar data patterns.

The research identified the following themes concerning change management approaches utilized by Ukrainian organizations: change criticality; creating a vision; change implementation plan; process optimization, communicating a vision; shared responsibility; first demonstrated result; rooting change; transformational leadership. As for war impact, I identified factors that helped to implement a change during the war; outlined how business processes were influenced; life risks caused by war; psychological effect; opportunities that opened for organizations.