

(програми навчання працівників, показники плинності кадрів й ефективності використання працівників, кадрова політика); аналіз документів з планування й контролю (річні плани, бюджети, звіти); аналіз систем внутрішніх і зовнішніх комунікацій (рекламні матеріали, корпоративні видання, результати внутрішніх досліджень компанії).

До формалізованих методів належать: методика Т. Діла і А. Кенеді [2], методика К. Камерона і Р. Куїнна [3] моделі Г. Хофштеде [3], Е. Шейна [4], Ч. Хенді [6]. Сутність цих методів полягає у виділенні основних типів організаційних культур за різними показниками та співвідношенні культури свого підприємства і «чистої» культури. Використовуючи зазначені методи можна отримати інформацію стосовно основних складових рівня організаційної культури компанії, що дозволить підвищити якість та обґрунтованість управлінських рішень, збільшити ефективність діяльності підприємства. Виходячи з принципу Паретто, можна стверджувати, що лише незначна частина інформації про підприємство надасть повне розуміння щодо стану організаційної культури.

Отже, наразі дуже важливим є питання визначення основних методів аналізу, які дозволять отримати якісну інформацію та зробити об'єктивні висновки про стан організаційної культури підприємства, орієнтованої на сталий розвиток.

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CONTROL ELEMENTS FOR THE MOTIVATIONAL MECHANISM OF STRATEGIC MANAGEMENT IN THE ENTERPRISE

The peculiarity of the motivational mechanism of strategic management of the enterprise is that it forms the basis for the achievement of the strategic goals of the enterprise [1,2]. Quite often companies are unable to implement this mechanism and

strategy of the enterprise as a whole. The reasons for this, in our opinion, are, first of all, incorrectly conducted analysis. Accordingly, the second reason is the incorrect conclusions about the demotivating factors that influence the formation of the motivational mechanism of strategic management of the enterprise. Unforeseen changes may also occur in the external environment of the enterprise. And sometimes the company does not fully use its existing potential, especially human, which plays a crucial role in the formation and implementation of the motivational mechanism of strategic management of the enterprise.

Thus, the main task of implementing the motivational mechanism of strategic management of the enterprise is to create the necessary prerequisites for the successful implementation of the overall strategy of the enterprise [3]. We can say that at this stage, strategic changes are being made that prepare the company for the implementation of the planned strategy. Evaluation and control of the motivational mechanism of strategic management of the enterprise are the final stage of functioning of this mechanism. At this stage, a stable feedback is provided between the work to achieve the goals and the goals themselves, which were formed by the company.

In our opinion, the main tasks of control of the motivational mechanism of strategic management of the enterprise should act:

1. Establishment of the list of indicators on which the realization of the motivational mechanism of strategic management of the enterprise will be carried out;
2. Creating a system for measuring and monitoring the state of control parameters of the motivational mechanism of strategic management of the enterprise;
3. Identification of possible causes of deviations in the indicators of evaluation of the implementation of the motivational mechanism of strategic management of the enterprise, if they are observed;
4. Carrying out corrective measures to eliminate deviations in the indicators of evaluation of the implementation of the motivational mechanism of strategic management of the enterprise, if necessary and if possible.

Implementation of the motivational mechanism of strategic management of the enterprise allows to assess the direction and method of promotion of the enterprise on the market and ways to achieve its goals; implementation of the motivational mechanism of strategic management of the enterprise creates conditions for the enterprise to be able to implement its strategy.

The difficulty is that even if the strategy was chosen correctly by the company, it does not mean that at the stage of its implementation there will be no serious problems. This would be possible if the factors of the internal and external environment of the enterprise would remain unchanged or would be fully predictable. That is why the management of enterprises faces a serious task of monitoring how effective is the motivational mechanism of strategic management of the enterprise, how successful the company is in achieving its goals, as well as in determining whether the company will be able to achieve these goals, and if will not be able for some reason, what the company needs to adjust or what to change in its behavior.

Thus, the main purpose of the control of the motivational mechanism of strategic management of the enterprise, in contrast to the usual strategic control, in our opinion, is to focus on how correctly or incorrectly implemented strategy, as well as to

determine whether the implementation of strategy through motivational mechanism of strategic management of the enterprise to achieve the goals. Accordingly, a system of control of the motivational mechanism of strategic management of the enterprise is established and built.

In order for the system of control of the motivational mechanism of strategic management of the enterprise to be effective, it must meet a number of requirements. The most significant requirements for information support in the construction of a control system of the motivational mechanism of strategic management of the enterprise are the following:

- timeliness: information must be received in a timely manner so that appropriate decisions can be made to adjust the motivational mechanism of strategic enterprise management;

- correctness: the information must contain accurate and adequate data as to what reflects the status of the indicators and processes being monitored;

- accuracy: the information must indicate the exact time of its receipt and the exact time to which it relates.

Also, when forming an effective system of control of the motivational mechanism of strategic management of the enterprise, it is necessary to identify the types of control that should be carried out at different levels of management.

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