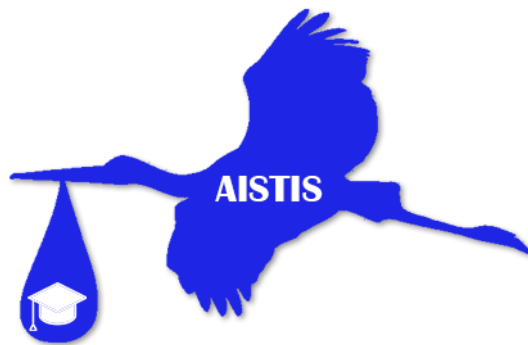


МІНІСТЕРСТВО ОСВІТИ І НАУКИ УКРАЇНИ
КИЇВСЬКИЙ НАЦІОНАЛЬНИЙ УНІВЕРСИТЕТ ІМЕНІ ТАРАСА ШЕВЧЕНКА



«ПРИКЛАДНІ СИСТЕМИ ТА ТЕХНОЛОГІЇ В ІНФОРМАЦІЙНОМУ СУСПІЛЬСТВІ»

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Основною метою конференції є вирішення актуальних проблем розвитку прикладних інформаційних систем у цифровій економіці, захисту даних зазначених систем, а також перспективних технологій в інфокомунікаційних системах, сучасній освіті та правових аспектів в інформаційно-комунікаційних технологіях.

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**AN INVESTIGATION INTO LEADERSHIP AND TRUST AS
ANTECEDENTS OF INNOVATIVE BEHAVIOR DURING THE
ORGANIZATIONAL TRANSFORMATION IN A COMPLEX
ENVIRONMENT**

Objectives: to identify the dependencies between trust and leadership in a process of the Team's creation and grow, to identify an influence of the trust and a leadership style on a Team's maturity level, to identify key barriers to organizational transformation in a complex environment with different levels of trust and an organizational structure, to develop a grounded theory of how leaders emerge in organization during the Agile transformation process, identify guidelines and practices for using grounded theory in Agile transformation and scaling.

VUCA is an acronym used to describe or reflect on the volatility, uncertainty, complexity, and ambiguity of general conditions and situations, a time when the speed of change is increasing exponentially [1]. To cope with this fast-changing environment organizations are striving for agility these days. The Agility for them is the ability of an organization to adapt to new conditions and to change its direction while creating maximum value and customer experience.

The basic building blocks of an organization on a way of transformation are self-managing cross-functional Agile teams that can create customer value. When organizations with a different sizes and complexity need to combine many such teams, they can create larger groups that self-organize effectively around the ever-changing market needs. To make that possible, owners and managers of organization need to understand the typical problems and pitfalls that organizations face when adopting

agility, especially at scale, and what to change so that organization can be successful and resilient in such a changeable environment.

Every Agile team should rely on a foundation of trust. Team members keep their commitment to each other and as a team to their stakeholders. As Patrick Lencioni pointed out in his book *The 5 Dysfunctions of a Team: A Leadership Fable*, [2] to feel committed to a decision requires the trust to engage in constructive conflict with your peers. A high level of respect and trust made it comfortable to share opinions, challenge decisions, and run the risk of making mistakes which is the only way how to act in a complex environment. So, trust becomes the key point not only for Teams creation and grow but for the whole organization. Trust starts from the mental models of the creators and the owners of the organization, defines the configuration of the organizational structure and deeply impacts on the behavior of all the participants of organizational activities.

When organization starts its transformation to survive in a VUCA world, trust becomes the element which determines the way of the organizational changes and influences on the duration and a quality of the transformational process. It is very important to identify key barriers of organizational transformation in a complex environment with different levels of trust and an organizational structure to find a way to bring the organization to resilience.

What is the instrument to make organization to overcome all obstacles and challengers? The leaders in an Agile organization could support the teams and become the tool to rebuild the organization as a whole in the following ways:

- Be confident in their ability to create an atmosphere of trust and vulnerability.
- Improve the organizational design to better support the teams, make transparent the organizational design and the processes.
- Repeatedly encourage people to reflect on what they learn, apply it to their work, and then pass their learning on to others.
- Reward team behaviors that build effective teams and encourage team members to lead by example.

The question this study aims to answer is: What are the dependencies between trust and leadership in a process of the Team's grow and organizational change? This question has been given minimal levels of consideration in the professional literature to date and is a question of importance for a number of reasons. There is now a growing research base that recognizes the need for leaders of organization to engage more with research to make the conscious actions while adopting Agile in their ways of working.

At the same time there is a lack of leaders in organization who could support the Agile adoptions on all organizational levels. Any leadership team that leads the transformation needs to be able to share the reason and objectives for the transformation with the people involved—Peter Senge calls it the “shared vision” in his book *The Fifth Discipline* [3]. We also need leaders inside the teams to be the catalyst of the changers. True leadership could change the mindset of people and help to make a real transformation of the organization instead the adoption of the organizational bureaucracy to the current situation. So, the more mature the level of leadership as an instrument of organizational change we have, the more changes we could implement and the qualitative result of the transformation we could get. To define the level of leadership maturity and its impact on organizational changes is one of the objectives of the current research.

To administrate a study to develop a grounded theory of how leaders emerge in organization during the Agile transformation process could determine a way of organizational support from the existing and future teams, managers of all levels and specialists from different knowledge domains. A quick grow from expert to achiever and from achiever to a catalyst may speed up a self-awareness development from adaptive mind to the adapting actions inside the teams and organization.

When organization starts the transformation and tries to adopt Agile it is very important to select the right way of scaling the process of change. Many organizations make a hard and painful choice of different scaling frameworks. They take into account the existing organizational structure and ways of working trying to save the existing status quo between different levels of management, for example senior and middle management. So, in this case the result of changes depends on the level of trust among

them and the possibility of every level of management to have a leadership skill and a will to lead the improvements [4]. The understanding the roots and the gaps of the current situation and the set of the right practices on the base of trust and openness could make the transformation journey more successful. A possibility of using the research outcomes in practice makes it a really valuable for any organization on its way of changing.

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METHODS AND APPROACHES TO FORECASTING POPULATION MIGRATION PROCESSES

Annotation. *This thesis describes different models and approaches used today to forecast migration processes. It is an increasingly important topic, especially now as borders between countries become less noticeable, enticing people to move, or even due to unpredictable factors like war or climate issues. This makes it hard for the*