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**LEADING CHANGE IN THE NATIONAL UNIVERSITY
«ZAPORIZHZHIA POLYTECHNIC»**

It can be difficult to implement change management principles in an organisation such as a higher education institution. On the one hand, such institution is very sensitive to changes in the global environment. These include trends in the development of the world community, the constant need for new knowledge and skills, for young professionals to meet the requirements of the labour market, the development of innovative technologies in various areas of socio-economic activity and in the teaching process itself, etc. On the other hand, the university itself is the object of constant changes on the part of the state and permanent reforms under conditions of moving towards European Union or sustainability with the requirements of changing the attitude to the environment as an urgent point. All these should be implemented under the influence of digitalization with the importance of internal and external factors of influence.

So, the university is a cross-section of all the problematic aspects of implementing the changes, such as: (a) influencing the change of consciousness and worldview of the younger generation; (b) promotion and support (including at the scientific level) of the state reforms implementation; (c) provision of advanced knowledge and skills relevant to production and services. In addition, it is necessary to take into account the specifics of managing the teaching and academic staff, whose level of self-development, including motivation for change, is mostly directly related to their academic degree and rank. And managing such a contingent involves ensuring a certain level of autonomy. Unlike support and sometimes management staff, whose work we see as the main obstacle to implementing changes.

We can look at the process of the internal changes' implementation in NUZP through the 8 steps, described in [2]. And on the strategic university-wide scale our institution is now at the stage of CHANGE when most employees SEE and FEEL the need for it. (1) Create urgency - occurred even before the election of new management, when the majority of the employees felt that it was no longer possible to do otherwise. (2) Building a team - this is more difficult because of the large team, the multi-hierarchical management, and again, the different values of individuals. (3) The vision is clear and close

to the employees, but again, there are problems with implementation, starting from the top level. (4) Everyone is involved - to the extent of their understanding. (5) Many are acting - but not everyone has the same vision. (6) There are small wins, and the main role is played by the rector, who fairly assesses the achievements. (7th-8th steps) Consolidate and build, do not loose the momentum and Institutionalize the new approaches, create a new culture & behaviour - are gradually happening, but there is much to be done.

So, although our organisation is moving in the right direction in terms of implementing changes, I believe that one of the main problems are the lack of change management skills and the lack of integrated communication and interaction, where different departments and managers understand and respect each other's needs. And this problem can't be solved just through educational trainings or organisational changes, but also by development of corporate culture and social values, what need a lot of time and efforts.

Instead of conclusion we can propose such main criteria and scenarios for leading changes at NUZP (fig. 1).

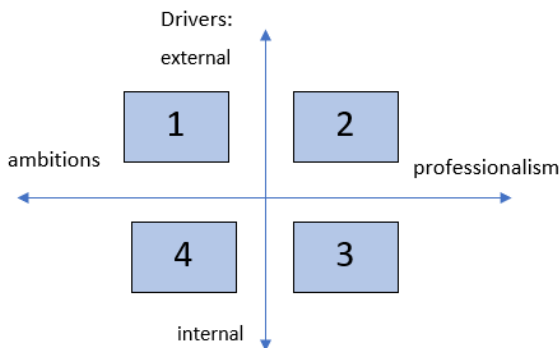


Fig. 1. Scenarios for leading changes at NUZP

In dimensions of internal (within the university) and external drivers of changes and professional or ambitious attitude of the leaders and performers we can find today's situation (scenario 1), ways of its developing under favorable conditions (scenario 2 and 3 – the most preferable one) and its undesirable end up (scenario 4).

REFERENCES

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