

The Impact of War on the Transformation of the Strategic Paradigm of Organizational Change Management in Conditions of Increased National Security Threats

Olha Viunyk¹, Larysa Kurnosenko², Iryna Lashchuk³, Serhii Tarasov⁴, Andriy Shtangret⁵

Abstract

In times of war or increased national security threats, the traditional paradigms of managing these transitions must adapt to the rapidly changing circumstances. War alters the economic, social, and political environments dramatically, necessitating that organizations quickly adapt to ensure survival and continue operations. This requires a reevaluation of strategic objectives and management practices to align with the broader context of national security. The purpose of the article is to characterize the features of the impact of war on the change of the strategic paradigm of organizational change management in conditions of increased national security threats. The object of the study is the system of organizational change management in conditions of increased national security threats. The methodology of the study involves the use of the IDEF0 method. As a result of the study, a modern IDEF0 model of transformation of the strategic paradigm of organizational change management in conditions of increased national security threats was presented.

Keywords: *War time, Strategic Paradigm, Management, National Security, Threats.*

Introduction

The heightened risk environment of wartime necessitates a complete overhaul of risk management strategies. Organizations must adopt more rigorous risk assessments and mitigation strategies to cope with direct threats, such as cyber-attacks or physical damage to infrastructure, and indirect impacts, such as economic downturns or supply chain disruptions. War conditions demand decisive leadership and rapid decision-making. The transformation in strategic paradigms emphasizes leadership styles that are proactive and prepared to make difficult decisions swiftly. Leaders must also be skilled at communicating these decisions effectively to ensure organizational alignment and maintain morale during crises. Technological adaptability becomes crucial in a war-impacted environment. Organizations might need to innovate or adopt new technologies to handle disrupted communication channels, remote work requirements, or to enhance operational efficiencies under constrained conditions. Thus, change management strategies must incorporate plans for technological transformation that align with the altered operational landscape.

The human aspect of change management gains prominence in wartime conditions. Organizations need to place greater emphasis on supporting the physical and psychological well-being of their employees. Strategies for maintaining engagement and morale when facing the stress of national threats are crucial, including clear communication, support programs, and maintaining a sense of community and purpose despite external pressures.

Finally, organizations need to develop a long-term strategic vision that incorporates the lessons learned during the war. Post-conflict, the ability to transition from a survival-focused strategy to one of recovery

¹ Department of Economy, Management and Commercial Activity, Central Ukrainian National Technical University, Kropyvnytskyi, Ukraine <https://orcid.org/0000-0001-5024-7325>, E-mail: bestmaktorn@gmail.com

² Odessa Polytechnic National University, Odesa, Ukraine <https://orcid.org/0000-0003-2309-695X>.

³ Department Finance, Institute of Economics and Management, Lviv Polytechnic National University, Lviv, Ukraine <https://orcid.org/0000-0001-5912-4276>.

⁴ Cherkasy Institute of Fire Safety named after Chernobyl Heroes of National University of Civil Defence of Ukraine, Cherkasy, Ukraine <https://orcid.org/0000-0002-5217-9239>.

⁵ Department of Management and Marketing in Publishing and Printing, Institute of Printing and Media Technologies, Lviv Polytechnic National University, Lviv, Ukraine <https://orcid.org/0000-0001-5179-4996>.

and growth is essential. This involves not only managing the immediate changes brought about by war but also planning for future stability and resilience in a post-war environment.

Literature Review

The current body of literature provides a comprehensive understanding of the various factors impacting organizational change management under conditions of increased national security threats, with a specific focus on the transformation of strategic paradigms during times of war. Several studies have highlighted different aspects of this transformation, examining technological, economic, and legal changes within organizational structures and broader socio-economic systems.

Kopytko and Sylkin (2023) discuss the role of information systems in enhancing the economic security management of the state, particularly in combating corruption. Their study emphasizes the need for robust information support systems as a backbone for effective governance and security management, which are crucial during increased national security threats (Kopytko & Sylkin, 2023).

Alazzam et al. (2023) delve into the evolution of E-commerce platforms, reflecting on how modern socio-economic systems adapt to global digitalization and legal compliance. This research is particularly relevant in understanding how businesses pivot their operational strategies to maintain economic security and compliance under shifting legal frameworks during periods of heightened security (Alazzam et al., 2023).

In a related vein, Bani-Meqdad et al. (2024) explore the intersections of cyber-environment challenges with human rights and intellectual property laws. Their findings are critical for organizations managing strategic change, as they highlight the modern challenges to protecting intellectual property and ensuring sustainable development, all within the context of increasing cyber threats exacerbated by warfare and national security concerns (Bani-Meqdad et al., 2024).

Economic and legal considerations are also explored by Blikhar et al. (2023), who assess the effectiveness of anti-corruption measures in state authorities. Their study offers insights into the broader legal and economic environment organizations must navigate, particularly in how these environments are reshaped by war and conflict, impacting organizational change strategies (Blikhar et al., 2023).

Finally, the research by Kryshtanovych et al. (2020) on the implementation of the circular economy within the EU highlights the need for sustainable development practices in times of strategic and operational shifts. This study provides a backdrop against which organizations can evaluate their change management practices, ensuring they align with sustainable and resilient economic practices during and after conflicts (Kryshtanovych et al., 2020).

Collectively, these studies provide a robust framework for understanding the multifaceted impacts of war on organizational change management. They underscore the necessity for adaptive strategies that incorporate technological advancements, legal compliance, economic security, and sustainable development, thereby facilitating a comprehensive transformation in organizational change management strategies under conditions of heightened national security threats.

Methodology

The IDEF0 method, utilized in your study, is a structured framework developed to model the functions and processes of an organization or system. Originating from the "Integration DEFinition for Function Modeling" system, IDEF0 was designed to facilitate the clear depiction and analysis of organizational operations. This methodology, which evolved from the earlier SADT (Structured Analysis and Design Technique), is particularly suited to complex environments where clarity in function and operations is critical.

IDEF0 focuses on functional decomposition, which simplifies the understanding of complex processes by breaking them down into smaller, manageable parts. This is done through a series of diagrams where each

function of the process is represented by a box, and these boxes are connected by arrows. These arrows represent different types of relationships: inputs (resources needed), outputs (end products), controls (governing rules), and mechanisms (means of execution). This methodical breakdown helps in isolating and examining individual functions for efficiency and effectiveness.

A key aspect of IDEF0 is its emphasis on what tasks are performed rather than how they are executed. This approach is advantageous in scenarios where the exact methods of operation may vary or need to remain flexible, such as during times of war or national security threats. Here, the primary concern is ensuring that essential functions are identified and maintained without necessarily detailing the specific procedures involved.

In the context of organizational change management during increased national security threats, IDEF0 can be particularly useful. It helps organizations visualize and reevaluate their strategic objectives and operational frameworks. By mapping out functions and identifying their relationships through inputs, outputs, controls, and mechanisms, organizations can pinpoint vulnerabilities and areas requiring adaptation to meet the demands of a high-threat environment.

Ultimately, the application of IDEF0 in your study offers a systematic approach to understanding and transforming the strategic paradigm of organizational change management under duress. This method not only aids in visualizing necessary changes but also ensures that all aspects of the organization's operations are considered and aligned with the broader national security context. This comprehensive perspective is vital for maintaining operational integrity and resilience in the face of evolving threats.

Results Of Research

In times of war or elevated national security threats, organizations face unprecedented challenges that disrupt their regular operational frameworks and strategic objectives. The traditional paradigms of organizational change management, typically designed for stable environments, are often insufficient under such extreme conditions. War alters not only the physical landscape but also the economic, social, and political environments, creating a scenario where rapid adaptation becomes essential for survival and continued operation.

The core of managing organizational change in these contexts involves a dramatic shift in strategic paradigms. Organizations must move away from standard growth and efficiency metrics towards strategies that prioritize resilience, sustainability, and alignment with shifting national priorities. This shift is crucial as it reflects an understanding that the primary goal during such times is not merely profitability but maintaining functionality in a drastically altered environment. This environment necessitates a thorough reevaluation of strategic objectives and management practices. Organizations must reassess their goals to ensure they are relevant to the new challenges posed by the security situation. This includes identifying which operations are critical to national security and ensuring these have the resources to function effectively despite widespread disruptions.

Lets build first IDEF model:

A1. Environmental Scanning. Continuously monitor the external environment to identify emerging threats and opportunities, using tools like PESTLE analysis to assess political, economic, social, technological, legal, and environmental factors.

A2. Strategy Formulation. Establish clear leadership roles with responsibilities for driving changes, ensuring that leaders are equipped with the authority and resources needed.

A3. Strategy Implementation. Implement comprehensive migration management systems that streamline processes and reduce bureaucratic barriers.

A4. Evaluation and Control. Develop and track key performance indicators (KPIs) that measure the effectiveness of the new strategies in the context of national security threats. (Fig.1).

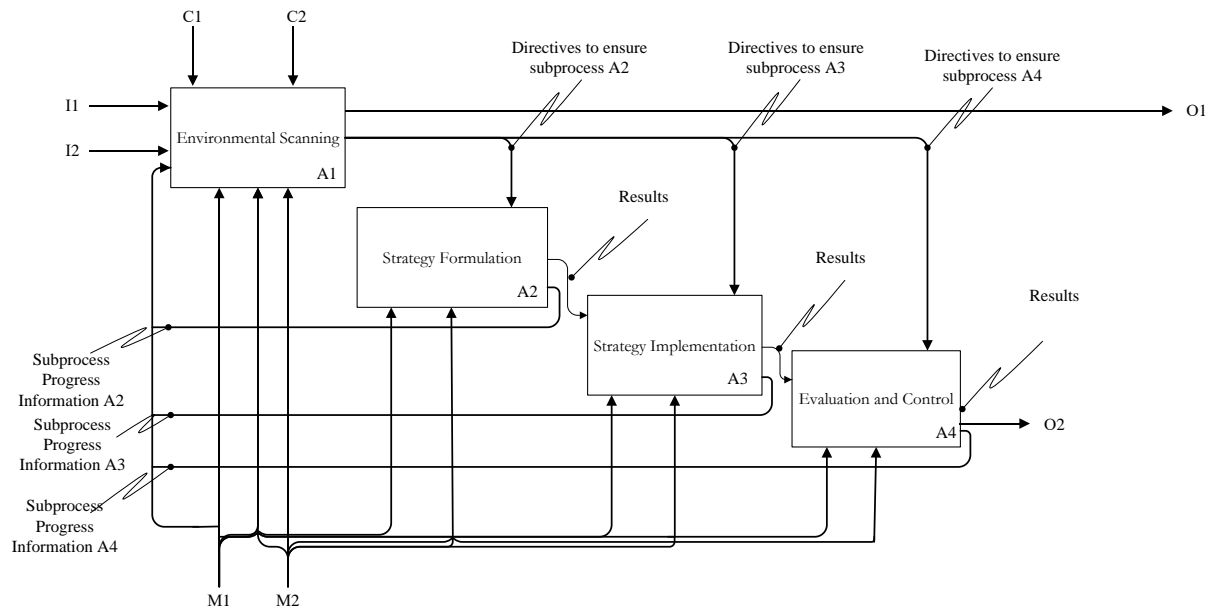


Figure 1. The first IDEF0 model

Source: own analysis

Lets build second IDEF model:

B1. Risk Assessment. Conduct comprehensive risk assessments to identify vulnerabilities within organizational operations that could be exploited in times of increased security threats.

B2. Capability Development. Develop and deploy training programs focused on security practices, emergency response, and resilience-building for employees at all levels.

B3. System Redesign. Redesign internal processes to incorporate flexibility and redundancy, ensuring that critical functions can continue during disruptions.

B4. Recovery Planning Develop comprehensive business continuity plans that detail steps to recover operations following various types of disruptions (Fig.2).

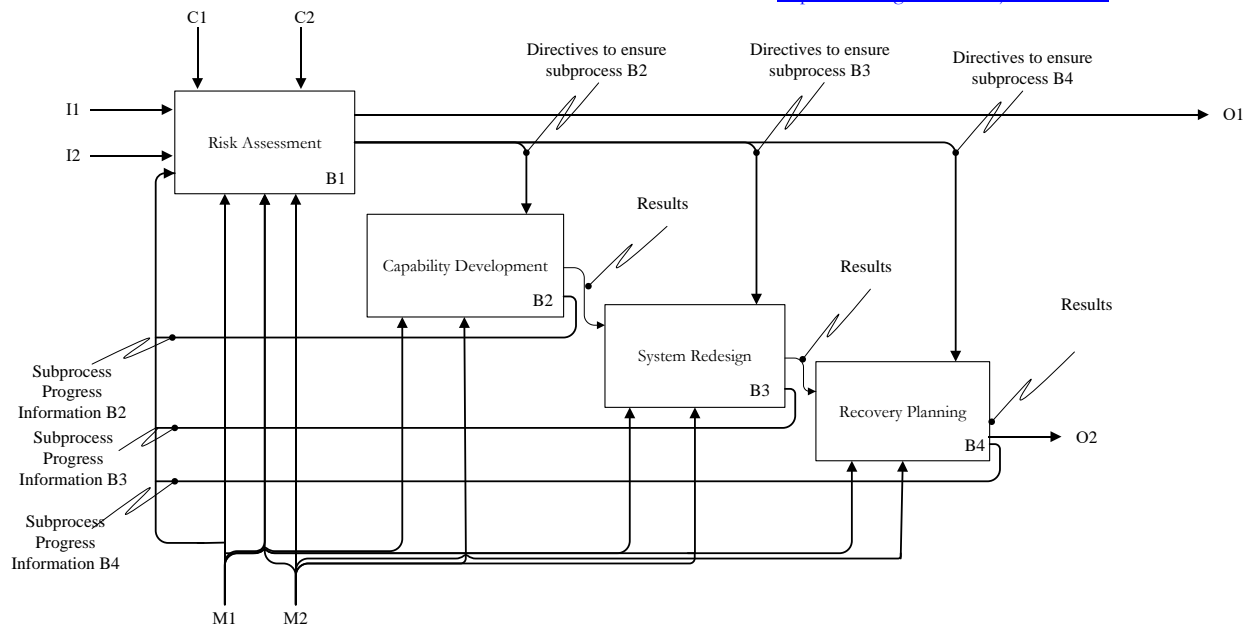


Figure 2. The second IDEF0 model

Source: own analysis

The IDEF0 method, utilized in studying these transformations, serves as a structured modeling approach to analyze and document the necessary changes in organizational procedures and systems. By using this method, organizations can create a clear blueprint of current operations and simulate adjustments needed to manage transitions effectively. This method helps in delineating each process's inputs, outputs, controls, and mechanisms, providing a comprehensive view of organizational workflows and their dependencies.

A significant aspect of adapting to war-induced changes involves the integration of advanced technology and robust information systems. These systems are critical in maintaining communication, managing resources, and making informed decisions quickly. Technological adaptability ensures that organizations can continue operations remotely, safeguard data integrity, and stay connected despite disruptions in traditional communication channels.

Enhancing risk management frameworks is paramount in conditions of heightened security threats. Organizations need to develop more sophisticated risk assessment and mitigation strategies that consider the broader spectrum of potential threats, from cyber-attacks and physical security breaches to supply chain disruptions and economic instability. Additionally, ensuring the safety and well-being of employees becomes a more pronounced focus, requiring new policies and practices that address these elevated risks.

Finally, the lessons learned from managing organizational change under these conditions should inform long-term planning and future research. Organizations must not only adapt to current conditions but also anticipate future security challenges. Developing flexible, resilient organizational structures and strategies will be crucial for navigating post-conflict recovery and preparing for potential future disruptions. This ongoing adaptation and learning will help organizations not just survive but potentially thrive in the face of future adversities.

Discussions

The extensive body of literature reviewed herein provides a diverse perspective on the transformation of organizational change management strategies under the stress of war and increased national security threats.

This review encompasses studies ranging from information systems to legal reforms, technological advancements, and economic sustainability, each contributing valuable insights into strategic paradigm shifts in organizations.

Kopytko and Sylkin (2023) highlight the necessity of robust information support systems in enhancing the economic security management of states, especially in combating corruption during times of heightened security threats. This perspective is echoed in the work of Alazzam et al. (2023), who explore the development of E-commerce platforms in response to global digitalization pressures and legal compliance needs, which are intensified in wartime conditions (Kopytko & Sylkin, 2023; Alazzam et al., 2023).

Alazzam et al. (2023) also investigate the use of blockchain technology in electronic contracts, specifically using bitcoin as an example. Their study underscores the evolving nature of electronic transactions and their implications for legal and economic frameworks within organizations, a crucial area of consideration for managing organizational change during war-induced economic fluctuations (Alazzam et al., 2023).

Shtangret et al. (2021) introduce the concept of antisipative management as a proactive approach to safeguarding the economic security of enterprises. This method is particularly relevant in uncertain environments, enabling organizations to anticipate and mitigate risks before they manifest fully. Similarly, Sylkin et al. (2019) discuss the application of anti-crisis management models to ensure financial security, highlighting the importance of strategic foresight in high-stress economic conditions (Shtangret et al., 2021; Sylkin et al., 2019).

Technological support for managing organizational changes is detailed by Krupa et al. (2024), who emphasize the role of artificial intelligence in enhancing enterprise competitiveness. Their findings suggest that AI can significantly optimize decision-making processes and human resource management, even under the disruptive conditions of war (Krupa et al., 2024). Moreover, the socio-economic development of tourism enterprises as discussed by Kryshtanovych et al. (2020), provides insights into managing industry-specific changes that require adapting to decreased tourist activities and changing market dynamics during conflicts. This is complemented by Bani-Meqdad et al. (2024) and Ravlinko et al. (2023), who delve into the challenges of protecting intellectual property and managing human capital in conflict zones, respectively (Kryshtanovych et al., 2020; Bani-Meqdad et al., 2024; Ravlinko et al., 2023).

Finally, Al-Maagbeh et al. (2024) and Shtangret et al. (2024) explore broader historical and legal transformations in Jordan and the protracted human rights impacts of the war in Ukraine, respectively. These studies provide a contextual backdrop against which the transformation of organizational strategies can be understood, emphasizing the need for legal and administrative adaptability in response to changing national and international landscapes (Al-Maagbeh et al., 2024; Shtangret et al., 2024). This literature review collectively underscores the complex interplay between technological advancements, economic pressures, legal requirements, and human factors in shaping the strategic paradigms of organizational change management during times of war and increased national security threats. Each study contributes to a holistic understanding of the multifaceted challenges and strategies necessary for navigating these turbulent environments.

Conclusions

This article has explored the profound impacts of war and increased national security threats on the strategic paradigms of organizational change management. Through a systematic examination using the IDEF0 method, this study has highlighted how traditional management strategies are inadequate in such high-stress environments and must evolve to address the rapidly changing economic, social, and political landscapes.

Firstly, our findings underscore the necessity for organizations to rapidly reassess and adapt their strategic objectives. War and national security threats disrupt normal operations and markets, requiring a shift from conventional growth-focused strategies to those emphasizing resilience, continuity, and alignment with national security priorities. The modern IDEF0 model developed in this study illustrates a structured approach to this transformation, ensuring that critical functions are maintained even under duress.

Secondly, the research emphasizes the importance of flexibility in management practices. Organizations must become more agile, enabling quicker responses to unforeseen challenges posed by the security environment. This includes the adoption of new technologies, the modification of operational procedures, and the development of crisis management capabilities. Our analysis also highlighted the role of robust information systems in supporting these adaptive strategies, especially in maintaining communication and decision-making efficacy. Furthermore, the study identified a critical need for organizations to enhance their risk management frameworks. As the threat landscape becomes more complex during war, the ability to anticipate, respond to, and recover from disruptions becomes paramount. This involves not only safeguarding physical and cyber infrastructure but also ensuring the well-being and safety of personnel, who are the cornerstone of maintaining operational capabilities. Additionally, the application of the IDEF0 method provided valuable insights into the interaction between various organizational functions and their external dependencies. The method enabled a clear delineation of inputs, outputs, controls, and mechanisms, thereby facilitating a comprehensive understanding of organizational workflows and their vulnerabilities during times of crisis.

In conclusion, the transformation of organizational change management in the context of war and national security threats is not merely an operational necessity but a strategic imperative. The modern IDEF0 model presented in this study offers a blueprint for organizations seeking to navigate these tumultuous times effectively. By embracing a strategic paradigm that prioritizes adaptability, resilience, and alignment with broader security objectives, organizations can not only survive but potentially thrive in the face of adversity. Future research should continue to refine these models, exploring their application across different sectors and contexts to enhance their robustness and applicability.

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