

ANANYSIS OF THE POSSIBILITIES OF INTRODUCING THE PRINCIPLES OF HOLACRACY IN THE BELARUSIAN MANAGEMENT SYSTEM

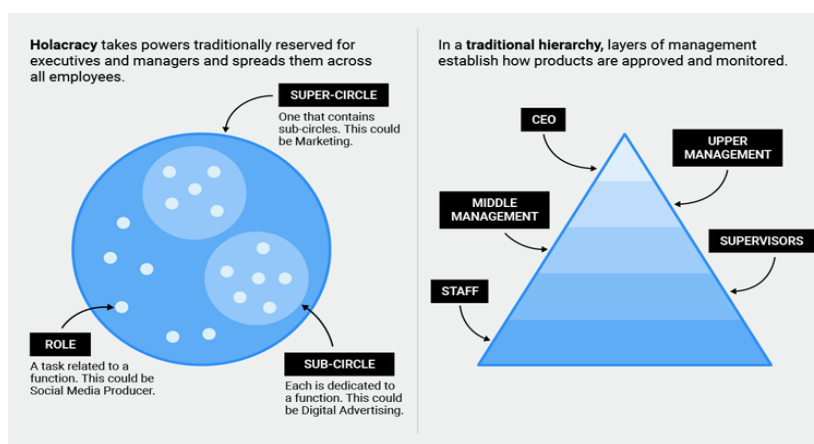
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Resume – The scientific article is dedicated to the analysis of the possibilities of introduction the principles of holacracy in the system of Belarusian management. The article reveals the concept and principles of holacracy. As a result, it was concluded that nowadays Belarusian companies are not ready for implementation of holacracy principles in the management system of companies due to the lack of favorable conditions for the development of this management principle.

Резюме – Научная статья посвящена анализу возможностей внедрения принципов холакратии в систему белорусского менеджмента. В статье раскрывается понятие и принципы холакратии. В результате был сделан вывод, что на данный момент белорусские компании не готовы к внедрению принципов холакратии в систему управления компаний в связи с отсутствием благоприятных условий для развития данного принципа менеджмента.

Introduction. The relevance of this topic is that the efficiency of the company largely depends on its organization and management system. One of the main resources of the business is its employees, so the better they are organized, the more effective the business itself is. Holacracy is an integrated company management system where employees create separate, independent but symbiotic teams to fulfill the company's goals and objectives. The basis of this concept is the rejection of a large number of hierarchical levels. It is replaced by a flat organizational structure, where all members of the team have an equal voice and importance, while responding to the direction of the general concept. It is a new way of structuring and managing an organization that replaces the traditional management hierarchy. Instead of vertical distribution of authority, power is delegated horizontally to all units of the organization, creating conditions for individual decision-making for the free activity of individuals or teams, whose activities meet the objectives of the organization.

The main part. Traditional departments in a holacratic company are replaced by a hierarchy of "circles" — teams that can be assembled for a specific project or for solving similar tasks. In "circles" people will cooperate while in the traditional company would work in different divisions separated from each other by a wall. The company's management builds a hierarchy of "circles", deciding which "circle" obeys the other. Instead of the usual positions there are the roles that employees themselves distribute within their "circle". They decide how to organize their work. As a rule, each employee performs several roles. At the same time, the role is not an official instruction, but a specific task that a person has to perform for some time. As soon as new projects appear, the situation changes, the employee gets a new role (picture 1).



Picture 1 – Comparison of holacracy and hierarchy

Source: [2]

In the holacratic company there are no middle managers, and the connection between the "circles" provide the so-called Lead Link (representative of the higher "circle", forming tasks for the lower) and Rep Link (representative of the lower "circle", reporting on the results of the work in the higher "circle"). Constant job descriptions become volatile roles and responsibilities that are flexible and evolve as the organization changes. Each team is self-organized by monitoring and adjusting their own structure, nearly real-time, according to the organization's goals. Holacracy replaces the management hierarchy and simplifies decision-making process at every

level of the organization that sets clear expectations of work. It eliminates the guesswork of how work gets done and makes it transparent.

The Board of directors and employees interact directly. A worker cannot wait for the approval of his superiors, but independently implement his idea together with colleagues as their management functions are almost entirely in the hands of the staff. The principles of the holacracy would ensure the transition to self – governing companies, the main advantage of which is the speed of implementation of the idea. They are very flexible and adapt quickly to changing conditions. Large companies with more than 1,000 people who practice self-government are not inferior to startups in the speed of decision-making. Another important advantage of self-government is that only in such companies people really feel part of the team. The strongest corporate culture based on trust is formed here.

Despite this, there may be difficulties in implementing the principles of the holacracy: the reluctance of management to let go of control and the unwillingness of many employees to take on additional responsibility. Another obstacle is the employees themselves. They should be responsible for the result, constantly generate, and most importantly, implement new ideas; the employee must have the thinking of the entrepreneur. Unfortunately, according to research, today there are no more than 5% of such employees.

Conclusion. In Belarus holacracy as the main model of governance will be introduced only in a few decades. This is due to the reluctance of many employees, including young specialists to take responsibility in the work and fear of expressing dissatisfaction or suggestions for improving the working process. Another obstacle preserved from the Soviet period is clearly structured established management method which has evolved over the years and which most especially large companies will not be able to refuse from.

When the generation and the understanding of business change, the role of the company owner and CEO will change too. We must first morally grow up and raise to a new level our own values, company values, discipline, and understand the goals. Employers and employees should learn to trust each other, start doing their job properly. That is why, nowadays holacracy model is inferior to the classical management system, with a very clear division of functions, levels of responsibility and rights.

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ANTIDUMPING MEASURES AND THEIR IMPACT ON INTERNATIONAL TRADE

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Резюме – Работа посвящена вопросам использования антидемпинговых мер в сфере международной торговли как инструмента защиты внутреннего рынка. В статье приводятся примеры использования подобного рода инструментов, а также отражены различные эффекты влияния используемых мер антидемпинговой политики в различных странах и в Европейском Союзе, а также приведены общемировые показатели.

Resume – The study is devoted to the problems of antidumping measures and their usage in the sphere of international trade as a tool of domestic market defense. There are examples of usage of such tools and different effects are described such as an impact of antidumping measures in foreign countries and in the European Union. The world statistics is also shown and analyzed in the study.

Introduction. Today, the modern world economy faces all new and old problems, but all of them have their own features and identity. So, the effects, an impact and consequences will be different because of the nature and basics of current state. And tariff and non-tariff regulation of foreign trade activity also has its own impact on business and international trade flows.

The body. As a beginning, we should describe the non-tariff regulation as technical regulation. But there is term of non-tariff barriers. Traditional non-tariff barriers with protectionist objectives, like quotas, price controls, trade defense measures or antidumping measures, also still persist in some sectors [1; 2].