

Regular management as a method of overcoming the crisis

The word "crisis" is no longer perceived as painfully today as it was several decades ago. Most likely, the question is that we are increasingly faced with crises, local and global, and, like everything we are used to, they have ceased to look so frightening.

However, this does not mean that there is no need to adapt to them. On the contrary, now it needs to be done more often and more carefully. Regular management can be an effective tool for this purpose.

Regular management implies the formalizing of employees' work and creating conditions for deliberate performance of a required number of actions [1]. In fact, this is classical Western management, the essence of which is to find an effective method of doing work and make it a standard (regulate). Work is understood, among other things, as the managerial activity of managers [2].

In other words, you formulate a set of principles for your team/project/organization, translate them into actions, and (most importantly) track their fulfillment and follow them yourself. Eventually, they become an integral part of your team's work and are applied automatically. The process requires only insignificant corrections, and sharing these principles when onboarding new employees.

These principles can be formulated as:

1. A given task should be analyzed before you start working on it.
2. A given task should be performed 100%.
3. Any obstacles on the way to 100% performance of a task should be promptly reported to the manager and all stakeholders.
4. A suggestion on how to solve the problem is more valuable than information about its occurrence [1].

The introduction of regular management implies not only the formation of an algorithm for action in a specific situation to eradicate chaos, but also control of strict adherence to established norms.

The main properties of regular management as a company management system are the following:

- The work of employees of any level is formalized through regulations and rules and is carried out in accordance with them.
- The results of the implementation of any task are transparent and can be assessed according to the formulated criteria.
- Ability to plan resources. Clearly formulated and implemented corporate rules of the game: what is allowed and what is not.

- Lack of large-scale wars and intrigues within the company. Formalization of areas of responsibility. General criteria for assessing the quality of task performance.
- Employees in the framework of regular management are professionals interested in “horizontal” and “vertical” careers, development of personal and managerial skills.
- Everyone works according to the rules of regular management: both the top officials of the company and line employees [2].

Applying regular management can be compared to moving production from manual assembly to full automation. On the one hand, processes that previously required effort, time and manual control are developing according to an established schedule. The manager, on the other hand, must control the system itself and solve tasks that cannot be automated.

This is especially relevant at the stage of the company's growth, since the process of transition from one stage of the company's life cycle to another is itself a certain crisis. During this period, the formation of the main business processes, an increase in staff, an expansion of the range of activities, an increase in turnover, an increase in profits, and the addition of assets take place. In most cases, this stage is a “turning point” in the history of the firm. As a result, multifactor crisis may become [3].

At the same time, it is very important to analyze the possibility of introducing regular management. Analyzing and evaluating the organization from the point of view of the observer, the manager and employees are presented with a complete picture of a chaotic situation and the options for its solution that regular management offers.

The systems of the company that are covered by regular management include finance, logistics, business plan, organizational structure of the company, accounting, marketing [4].

Along with some disadvantages of this system (the high initial cost of investments required to build such a system, and a slow reaction to market changes due to the large amount of time spent on the decision-making process in such companies), the following advantages can be highlighted:

- good handling;
- the ability to build a business of any size;
- low personnel dependence;
- clear formation of the personnel reserve;
- high return on staff;
- appropriate collegiality;
- an increase in the value of a ready-made business due to the cost of intangible assets and an autonomous operating business system [3].

Regular management should complement and properly modify business processes, increase the efficiency of tasks and goals. This requires the following activities:

1. Acceptance by top management (founders and owners) of the principles of regular management and strict adherence to them. The head of the organization is responsible for the result of this implementation project and provides all the conditions for its integration with the business processes of the company.
2. Involvement of the staff. All employees must take part in the project being implemented: open discussions are held on the knowledge and experience of employees, an opportunity is given to set goals for their activities in the company, an analysis of the level of staff satisfaction with the new system is carried out, and shortcomings are identified.
3. Assessment of the company's real capabilities in using the system, establishing areas of application.
4. Planning and monitoring of implementation, taking into account the current tasks of the company.
5. Distribution of new powers of employees in the field of technological process control.
6. Conducting an audit of the effectiveness of regular management for the organization.

Regular management, if implemented correctly, is an effective tool for overcoming crisis situations at the enterprise. However, it is important to remember that this is not the only and far from ideal remedy. As the company grows and develops, the management system must also be changed.

References

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