

4. Необхідність доопрацювання концепції розвитку електронного здоров'я eHealth з метою побудови ефективної моделі охорони здоров'я в Україні шляхом цифрової трансформації. В сучасних умовах рух у бік розвитку цифрової медицини формується швидко, тому що розвиваються інформаційні технології і дають можливість для впровадження цифрової медицини. Розвинуті країни вже сьогодні використовують ІТ-системи підтримки лікарських рішень, інформаційний обмін з іншими медичними установами, використовується такий прогресивний інструмент, як електронний рецепт, шляхом інформаційних технологій відбувається отримання лабораторних даних. В Україні, на жаль, дані пацієнтів у лікарнях і поліклініках, як і раніше, все ще зберігаються в паперових архівах.

Література:

1. Грішнова О., Полив'яна Н. Соціальний капітал: сутність, значення, взаємозв'язок з іншими формами капіталу. *Україна: аспекти праці*. 2009. № 5. С. 19-24.
2. Державна служба статистики України. URL: <http://www.ukrstat.gov.ua/>. (дата звернення 18.04.2021 р.).
3. Новикова О., Жаліло Я., Белінська О., Пріоритети соціальної політики України. URL: http://www.niss.gov.ua/book/2004_html/003.htm. (дата звернення 18.04.2021 р.).
4. Hutsaliuk O., Storozhuk O., Zhovnirchuk Ya., Zaiarniuk O., Kartsyhin D. Public administration and legal regulation effectiveness in the field of health care in the context of sustainable development. *Revista Genero & Direito*. 2020. Vol. 9. Iss. 2. P. 599–613. (Web of Science) URL: http://dspace.kntu.kr.ua/jspui/bitstream/123456789/9823/1/PUBLIC_ADMINISTRATION.pdf. (дата звернення 18.04.2021 р.).
5. Legatum prosperity index 2020 URL: <https://www.prosperity.com/rankings>. (дата звернення 18.04.2021 р.).

Hainulin Serhii

M.Sc Innovation Management and Entrepreneurship
Berlin, Germany

EFFICIENT COMMUNICATION AT LEAN COMPANIES

There is no question that information is vitally important for operations of any company in our interconnected world. What is still debated, however, is a distribution of information inside companies. This is especially true for (at first sight) non-essential information which does not apply to direct duties of an individual or a department, let's name it working context. This kind of information tends to be neglected if not restricted and often mistakenly perceived to be beyond management's scope.

Top-Down vs Bottom-Up

In management literature information flows are usually distinguished to top-down and bottom-up. Numerous discussions and theories compare the importance of former or later considering peculiar specifics of various business models or established industry practices, but I would argue that this separation has become highly obsolete nowadays.

First, both directions are equally important. It used to be hard to govern a large amount of information and managers had to prioritise streams in order to stay efficient or at

least operative, but we have improved on that drastically. Moreover, the changes affected not only our technical capabilities but also our cognitive competencies: a hundred years ago, an average person met around 100 people in their entire life, nowadays one can easily talk to hundreds over the course of a day.

Second, due to digitalisation in many industries, information ceased to be a valuable asset and transformed into a full-fledged productive property. Every successful manager knows that their main purpose is not to govern, but to serve. I also strongly believe that the primary purpose of any manager is to create a safe, favourable and conducive working environment for subordinates to facilitate their work and efforts for the sake of the company. Access to means of production is one manifestation of those duties. By restricting employees' access to the key production tool many companies shoot their own foot hampering innovations and productivity.

Third, the growing amount of information paired with its increased accessibility gives managers a big power, but also imposes even bigger responsibility. As mentioned, this responsibility isn't new, yet its focus has changed: intrinsic motivation plays a way more significant role in post-industrial society where people have satisfied their basic needs and learned to value purpose and meaning more than money. There is a proven correlation between employees' engagement, psychological safety and productivity every of which is highly dependent on a healthy information environment.

Information is the main business asset

Managers are not supposed to restrict or limit the information, rather they have to interpret it (often using a domain-specific language), organise it to be consumable by the target audience, and deliver it to interested parties in the most efficient way. Core managerial skill-set has always presumed above-average abilities in information collection, processing, and perception, but nowadays significance of those qualities is raised enormously, as well as changed the emphasis of their application.

Let's put aside discussion on the most straightforward utilisation of information as a business asset, it is business specific anyway, and concentrate on some generic problems any company faces every day.

Formulation of the problem—the key and probably the most essential part of any minimally creative task. Understanding of a more-or-less complex technical problem is impossible without the context. Task description is usually a dry formalised part, whereas context provides clarity to details and helps to decide between implementation alternatives. Lack of context can lead to dramatic misinterpretation of tasks that resulted in a wide spectrum of consequences which usually reflect a way the information is distributed inside the company. Just to name some offhand:

- Lack of interest and engagement among executors;
- Poor communication of task and context by managers;
- Poor formalisation of task which impedes context's relevance;
- Restricted access to context;
- Enormous load on executors, which reduced their ability to understand or apply the disclosed context.

As mentioned earlier, all those problems have their roots in the company's culture and information structure, as well as reflect management flaws. Thus it's a key responsibility of management at any level to identify and eliminate impediments in information flows and to create a healthy and attractive company culture that praises openness and unrestricted bi-directional exchange as the main company value.

Company culture itself is highly reliant on information exchange. Independently of officially declared company values and goals or any formal structure designed to fulfil the desired image, inability to distribute relevant information undermines all efforts to build an attractive working environment. Needless to say, that creation of positive company culture is a very complex undertaking that requires a lot of managerial skills and a great deal of luck as well.

But there is no alternative to this path. Neither for big corporations nor for startups. Often instead of creating open company structure and educating their managers to process and share valuable information, firms spawned more hierarchies, various sophisticated bottlenecks and unwarranted restrictions in their attempts to mitigate inefficiencies. Unfortunately, instead of improvements those changes usually manifested themselves in a toxic and repressive working environment that inhibits employee motivation and productivity.

Employee motivation is all about how engaged an employee feels in tandem to the organisation's goals and how empowered they feel. It is super dependent on fluent and structured articulation of business targets as well as tightly coupled with company culture. Together with customer engagement it constitutes the main reason why managers care about the thing after all. There is a broad discussion what exactly is included in employee motivation and how managers can influence it. Putting aside remuneration and benefits, I would emphasise the more intrinsic factors: sense of purpose, sense of accomplishment, and self-identification with company values as those that affect motivation significantly. How can we satisfy those covert needs of employees successfully? There are plenty of tricky techniques invented, but being an engineer I would insist that the most simple system tends to be the most reliable. I'd argue also that the most straightforward solution to this problem is to provide employees with all relevant information about their work without trying to filter or limit it. And the easiest way to do so is to start with open information policy as a cornerstone of management politics twining company culture around it.

The contemporary amount of information is overwhelming, but most of us have learned how to mitigate this. We learned to filter the information and consume it selectively. This doesn't mean that managers must throw any raw data to a common sink that will deliver it to every employee. Ability to transform and structure information has become probably the most valuable managerial skill. And that's where a good manager can serve their employees the best: by turning raw data into structured and actionable information without hiding or filtering it. There is no such a thing as protection against information. What about protecting the information itself? Sure, some information contains sensitive data or is classified. But these cases are rather exclusion of the rules. The sensitive information can be anonymised, the classified one, well, should be hidden, but only if there is a reason to do so. Because we are so different.