AGILE MANAGEMENT (MANAGEMENT 3.0)
AS A BASIS FOR THE DEVELOPMENT OF STRATEGIC
CAPABILITIES IN BUSINESSES

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Abstract. *The article aims to outline the guidelines of the scientific study of Agile Management (Management 3.0), the selection of a range of benefits and barriers for both businesses and consumers and the formation of the main categories of Agile Management for business. Management 3.0 practices used in foreign and Ukrainian companies are given. Agile Management principles bring various benefits and barriers for both businesses and consumers. Management 3.0 can support the development of strategic capabilities in many areas of the economy. Based on scientific analysis, the following main categories of Agile Management for business have been identified: goals of Agile Management (creating a dynamic and responsive system that fosters individual, team, and organizational growth), management object (employees, projects (products, services or processes) and a system that enables everyone to thrive and contribute effectively), management subjects (executives, managers, and team leaders, employees, and workforce, customers, stakeholders, or end-users), principles (adaptability over predictability, empowered teams, customer-centricity, iterative development, continuous improvement, transparent communication, risk management, value delivery, flexibility and resilience, collaboration and cross-functionality), main tasks.*
Keywords: *Agile Management, Management 3.0, businesses, strategic capabilities, benefits and barriers, features, goals, object, subjects, principles, tasks.*

Formulation of the problem. The shift of the world economy towards the rapid development and practical application of digital technologies (Industry 4.0) created a new model of economic relations. It led to significant changes in management activities. In modern enterprises, business processes are undergoing digital transformation. Classical management methods in industrial society are outdated and have been replaced by a new type of management, culture, and organization called Agile Management (Management 3.0). In the new management concept, among the factors of production, elements of the organization's strategic potential, not material and informational resources come to the fore, but intellectual (knowledge, technology, experience), the formation of professional competencies of the staff, and the achievement of the effectiveness of both individual employees and the organization as a whole [9].

Studying Management 3.0 is relevant for improving business operations in today's dynamic and competitive environment.

Analysis of recent research and publications. Considering the various economic directions encompassing Agile management, it is necessary to clarify its inherent characteristics and signs.

Many scientists are interested in the essence and features of using Agile Management in business management. One of the prominent researchers is Y. Appelo [2], who studied project management in software.

Agile management methodology is also considered in scientific publications by such authors as Almeida F. [1], Oliveira D. [1], Neves J. [1], Cruz M. [3], Corrêa V. [3], Diniz D. [3], Borini F. [3], Espinheira E. [4], Almeida F. [4], Rasnacis A. [8], Berzisa S. [8], Sonta-Draczkowska E. [10], Tripp J. [11], Armstrong D. [11]. These studies examine the features and advantages of Agile Management that make it an effective tool for ensuring teamwork.

In the Ukrainian scientific literature, the tools and principles of Agile Management are presented in the works of Sedikova I. [9], Sedikov D. [9], Khromushyna L. [5], Yurynets Z. [12], Kruhlyakova V. [12] and others. The theoretical foundations of project management in the business environment are given in their works.

Despite the large scientific works of foreign and national scholars in the management field and features of Agile Management, we think these questions have not yet been adequately researched.

Research objectives. The article aims to outline the guidelines of the scientific study of Agile Management, the selection of a range of benefits and barriers for both businesses and consumers, and the formation of the main categories of Management 3.0 for business.

Research methods: generalization, analysis, synthesis, and systematization to identify the selection of a range of benefits and barriers for both businesses and consumers; the formation of the main categories of Management 3.0 for business; schematic and graphic images for visual display of research results.

Presenting main material. For several reasons, studying and implementing Agile Management in business is relevant in today's dynamic and competitive landscape. Agile methodologies emphasize adaptability and responsiveness to change [1]. In today's rapidly evolving markets, businesses must be nimble and quickly pivot strategies based on customer feedback, market shifts, or technological advancements [8; 10]. Agile approaches prioritize customer collaboration and feedback. Businesses can create products and services that better meet customer needs and preferences by involving customers throughout the development process. Agile practices like short feedback loops and continuous improvement can significantly enhance efficiency and productivity [11]. Teams can deliver incremental value in shorter cycles, reducing time-to-market and improving overall output quality. By empowering cross-functional teams and encouraging open communication, businesses can harness the collective creativity of their workforce, leading to innovative solutions and products. This proactive approach helps identify and address issues early, minimizing potential risks and associated costs. Agile principles promote autonomy, collaboration, and self-organization within teams.

This fosters a sense of ownership and empowerment among employees, leading to higher job satisfaction and retention rates.

In the digital transformation era, Agile practices align well with the adaptive nature of technological advancements. It enables businesses to navigate digital disruptions and leverage new technologies efficiently. Organizations that effectively implement Management 3.0 tend to be more responsive, innovative, and adaptable, giving them a competitive edge in the market. Agile frameworks promote transparency and data-driven decision-making. Teams can access real-time information, enabling them to make informed decisions that align with strategic objectives.

Agile methodologies offer scalability. They can be adapted and scaled to suit organizations of varying sizes, allowing for consistent and efficient growth.

In essence, studying and implementing Agile Management is relevant as it equips businesses with the tools, mindset, and practices necessary to thrive in an environment characterized by rapid change, customer-centricity, and innovation. It supports businesses in staying adaptable, delivering value efficiently, and sustaining competitiveness in a dynamic market landscape.

Management 3.0 principles and methodologies are versatile and adaptable, making them applicable across various industries. While traditionally associated with software development, Agile practices have expanded beyond IT into numerous sectors. Agile Management can support the development of strategic capabilities in many areas of the economy. Here are some industries where Management 3.0 is commonly implemented:

1. Software development and IT. Agile methodologies like Scrum, Kanban, and Extreme Programming originated in the software industry and remain extensively used for software development, system integration, and IT projects.

2. Manufacturing and engineering. Agile principles have been adopted in manufacturing for lean production, product development, and continuous improvement processes. Companies use Agile methodologies to streamline manufacturing operations and develop new products.

3. Marketing and Advertising. Agile Marketing has gained popularity, allowing marketing teams to adapt quickly to market changes, experiment with campaigns, and optimize strategies based on real-time data and customer feedback.

4. Healthcare. Agile methodologies are increasingly being adopted in healthcare for project management, software development for medical devices, and improving patient care through iterative processes.

5. Financial services. Banks and financial institutions use Agile methods for software development, process improvements, customer service, and product innovation.

6. Telecommunications. Agile practices are applied in developing and deploying telecommunications software, network infrastructure, and services to ensure faster delivery and better customer satisfaction.

7. Education. Agile principles are incorporated into educational institutions and e-learning platforms to enhance curriculum development, student engagement, and educational technology implementations.

8. Retail. Agile methodologies are used in retail for inventory management, supply chain optimization, and adapting quickly to changing consumer preferences and market trends.

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9. Consulting and professional services. Agile practices are increasingly adopted in consulting firms and professional services for project management, client collaboration, and delivering value in smaller, iterative cycles.

10. Non-profit and social sectors. Agile methodologies are used by non-profits and social enterprises for project management, fundraising, program development, and community engagement initiatives.

Today, Agile Management practices are used by Bosch, CSS Insurance, Eventbrite, Topps, and Zendesk. Here are some successful examples [7]:

– Eventbrite successfully uses the Personal Card and Moving Motivators exercises for personnel management, making it easy to visualize how to engage each employee better.

– Stefanini created an attractive climate for Java programmers, who were difficult to retain in the company at the time. They used such practices as Kudo Box, Delegation Poker, and Celebration Grid.

Management 3.0 is gaining popularity in Ukraine as organizations seek ways to increase flexibility and adaptability in a changing environment. Rozetka, the largest online retail company in Ukraine, is implementing elements of Management 3.0 to increase productivity and innovation. The company has created autonomous teams responsible for different products and services. Teams use Management 3.0 practices such as sprints, visual management, and retrospectives to ensure their work meets customer needs [6].

Agile HR practices involve iterative performance management, talent acquisition, and employee engagement strategies to adapt quickly to organizational needs and changes. The adaptability and flexibility of Management 3.0 make it applicable across various industries and functions, allowing organizations to embrace change, increase responsiveness, and deliver value to stakeholders more effectively.

Management 3.0 is a response to changes in modern business and society. In traditional management, we see hierarchical structures where decisions are made from the top down, and employees follow instructions. This concept changes this approach, putting the employee and his needs at the center of attention. It promotes self-organization and autonomy of teams, where employees interact and cooperate equally. It is built on the principles of trust, mutual support, and the development of each team member's creative potential.

Management 3.0 was developed by Appelo based on the concept of agile project management and can be implemented not only in projects but also in an entire organization [2]. This concept comprises six pillars:

Pillar 1: Energizing or/and motivating people. It involves creating an environment where individuals feel empowered, engaged, and enthusiastic about their work. In a Management 3.0 environment, the manager's role shifts from traditional command-and-control to a more facilitative, supportive, and coaching one. The focus becomes keeping employees engaged, highly motivated, and empowered to work autonomously towards achieving strategic goals.

Pillar 2: Empowering employees and teams. It is about creating a culture that values autonomy, transparency, continuous improvement, and collaboration. When individuals feel empowered, they are more engaged, motivated, and capable of driving organizational success.

Pillar 3: Aligning constraints. By aligning constraints, Management 3.0 aims to expedite work processes, improve productivity, prevent inefficiencies, and optimize managerial decisions. It emphasizes the importance of identifying and resolving limitations to create a more conducive environment for achieving goals and fostering continuous improvement.

Pillar 4: Developing competencies. By emphasizing the development of competencies, Management 3.0 aims to create a workforce that is adaptable, skilled, and capable of evolving with the organization's changing needs. It promotes a culture of continuous improvement where individuals take ownership of their learning and development, contributing to the overall success of the organization.

Pillar 5: Expanding everything in the structure. It is about creating an organizational setup that is responsive, adaptable, and conducive to innovation. It aims to foster a culture that embraces change, encourages collaboration, and enables efficient decision-making to thrive in dynamic environments.

Pillar 6: Improving everything (ongoing improvement of products, services, or processes; an ongoing process that involves regular evaluation, adaptation, and alignment with the evolving needs of the business and its environment).

Management 3.0 principles bring various benefits and barriers for businesses and consumers (Table 1).

Table 1

Benefits and barriers for business and consumers from Management 3.0

Benefits for businesses	Benefits for consumers
- Increased adaptability. Management 3.0 promotes an adaptive management style that enables organizations to respond more effectively to market changes, customer demands, and emerging trends. - Enhanced innovation. By fostering a culture of experimentation and empowerment, Management 3.0 encourages employees to think creatively, leading to innovative solutions and product improvements. - Improved employee engagement. The approach emphasizes employee autonomy, purpose-driven work, and a flat organizational structure, leading to higher employee motivation, satisfaction, and productivity. - Better decision-making. Management 3.0 principles encourage decentralized decision-making, allowing teams closer to the work to make informed decisions promptly, reducing bottlenecks. - Efficiency and productivity. Through delegation, continuous feedback, and transparent communication, Management 3.0 streamlines processes, leading to higher efficiency and productivity.	- Better products and services. Management 3.0's focus on customer collaboration and feedback loops results in products and services more aligned with consumer needs and preferences. - Faster response to market changes. Consumers benefit from quicker responses to market changes, leading to the availability of products and services that are more relevant and timelier. - Higher quality offerings. The iterative nature of Management 3.0 allows for continuous improvements, leading to higher-quality products and services over time. - Enhanced customer experience. By involving customers in the development process and responding promptly to their feedback, businesses practicing Management 3.0 create a better overall customer experience. - Increased transparency and communication. Consumers may benefit from improved communication and transparency as businesses practicing Management 3.0 tend to be more open about their processes and decisions.

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- Enhanced collaboration. By promoting cross-functional collaboration and effective communication, Management 3.0 breaks down silos, encouraging teamwork and knowledge sharing across departments. - Improved customer satisfaction. Agile and adaptive management practices often lead to faster product iterations and better responses to customer needs, resulting in higher customer satisfaction.	
Barriers for business	**Barriers for consumers**
- Resistance to change. Resistance from employees or leadership accustomed to traditional hierarchical structures might hinder the adoption of Management 3.0 principles. - Cultural inertia. Existing organizational culture might not align with the values promoted by Management 3.0, making it challenging to introduce new practices. - Lack of leadership support. Without strong support and commitment from leadership, driving the cultural and structural changes needed for Management 3.0 is challenging. - Misunderstanding of agile principles. Misinterpretation or lack of understanding of Agile principles could lead to ineffective implementation, impacting the success of Management 3.0 adoption. - Fear of losing control. Some managers might fear losing control or authority in a more decentralized decision-making environment, causing resistance to Management 3.0 approaches. - Overemphasis on processes. Focusing solely on adopting Agile methodologies without addressing cultural aspects might lead to a superficial implementation that doesn't yield the intended benefits. - Lack of training and education. Insufficient training or education about Management 3.0 principles might hinder successful adoption, leading to confusion or improper implementation. - Inadequate communication. Poor communication regarding the reasons and benefits of transitioning to Management 3.0 can create skepticism or misunderstanding among employees. - Incompatible organizational structures. Inflexible or deeply ingrained traditional structures might not easily adapt to the more agile and adaptive structures proposed by Management 3.0.	- Changes in product delivery. Agile methodologies might lead to more frequent updates or changes in products/services, potentially confusing or frustrating consumers who prefer stability or predictability. - Incomplete features in early releases. Agile practices often involve releasing minimum viable products (MVPs) with basic functionalities, which might not meet the full expectations of consumers until subsequent iterations are completed. - Communication challenges. If not managed well, frequent changes or iterations in products/services might result in unclear communication to consumers regarding the updates or improvements. - Adapting to evolving products. Consumers might struggle to adapt to rapid changes or new features in products/services if they don't receive adequate guidance or support on utilizing these changes. - Potential quality issues. Rapid development cycles in Agile methodologies can sometimes lead to overlooked quality aspects, causing occasional bugs or glitches that affect the user experience. - Customer expectation management. Agile practices prioritize responsiveness to change, which might create challenges in managing customer expectations, especially if there's a gap between what customers expect and what's feasible in the development timeline. - User feedback integration. While Agile encourages user feedback incorporation into product iterations, if this feedback loop is not efficiently managed, consumers might feel unheard or frustrated if their suggestions or issues aren't addressed promptly.

- Short-term focus. Management 3.0 requires a long-term commitment to cultural change and iterative improvements. A short-term focus on immediate results might hinder its successful implementation.

Source: developed by the author

Scientific analysis of the main categories of Management 3.0 for business requires clarification of the signs of their selection, structural elements, and features that indicate the need for selected categorical groups (Table 2).

Table 2

Scientific analysis of the main categories of Management 3.0 for business

Signs	Interpretation, characteristic
Goals of Management 3.0	Creating a dynamic and responsive system that fosters individual, team and organizational growth: - Individual level: increased engagement and motivation, enhanced creativity and innovation, improved adaptability and resilience, personal and professional development. - Team level: effective collaboration and communication, enhanced value delivery, increased quality and agility, improved team morale and cohesion. - Organizational level: increased adaptability and responsiveness, enhanced innovation and competitive advantage, improved customer satisfaction, sustainable growth and success.
Management object	Employees, projects (products, services or processes) and a system that enables everyone to thrive and contribute effectively.
Management subjects	- Executives, managers, and team leaders who are pivotal in guiding and supporting the adoption of agile practices. - Employees and workforce: self-organized teams, cross-functional teams (individuals from diverse backgrounds, skill sets, and disciplines), working groups, and project teams. - Customers, stakeholders, or end-users.
Principles of Management 3.0	- Adaptability over predictability. Emphasizes adaptability to change over rigid planning. Management 3.0 acknowledges constant change and prioritizes the ability to respond and adapt quickly to emerging situations. - Empowered teams. Focuses on empowering self-organizing teams rather than hierarchical control. Teams are encouraged to make decisions, take ownership, and collaborate effectively to achieve goals. - Customer-centricity. Puts a strong emphasis on understanding and fulfilling customer needs. Management 3.0 involves continuous customer involvement, feedback, and iteration to ensure that products or services meet customer expectations. - Iterative development. Favors iterative and incremental development cycles. This approach allows for frequent inspection and adaptation, ensuring that improvements are made continuously throughout the project lifecycle.

	- Continuous improvement. Promotes a culture of continuous learning and improvement. Teams are encouraged to reflect on their processes, identify areas for enhancement, and implement changes for ongoing improvement. - Transparent communication. Encourages open and transparent communication within teams and across the organization. Transparency fosters trust, alignment, and better decision-making.- Risk management. Management 3.0 addresses risks proactively by encouraging early identification, mitigation, and adaptation strategies. It acknowledges that risks are inherent and aims to manage them effectively. - Value delivery. Focuses on delivering value to stakeholders in smaller, frequent increments. This ensures that valuable features or functionalities are delivered early and often. - Flexibility and resilience. Values flexibility and resilience in the face of uncertainty or change. Management 3.0 encourages a mindset that embraces change as an opportunity for improvement. - Collaboration and cross-functionality. Encourages collaboration among diverse teams and individuals. Cross-functional collaboration promotes knowledge sharing, creativity, and a broader perspective on problem-solving.
Main tasks	- Forming cross-functional teams that bring together diverse skills and expertise to encourage collaboration and innovation. - Initiating and leading a cultural shift towards agility by promoting values such as transparency, collaboration, continuous improvement, and a customer-centric mindset. - Empowering leadership to adopt servant leadership styles, support self-organizing teams, remove impediments, and facilitate an environment of trust and empowerment. - Encouraging and enabling self-organizing teams to make decisions, take ownership of their work, and collaborate effectively towards common goals. - Implementing and facilitating agile methodologies and practices such as Scrum, Kanban, or Lean to promote iterative development, quick adaptation, and continuous improvement. - Instilling a culture of continuous improvement by encouraging teams to reflect on their processes, identify bottlenecks, and implement changes for ongoing enhancement. - Encouraging regular and meaningful engagement with customers or stakeholders to gather feedback, understand their needs, and ensure the delivery of value-added products or services. - Embracing adaptive planning practices that allow flexibility and adjustments based on changing circumstances rather than rigid long-term planning. - Proactively identifying and managing risks by encouraging early detection and mitigation strategies and embracing a mindset that perceives risks as opportunities for improvement. - Optimizing resource allocation and providing necessary tools, training, and support to enable teams to work efficiently and effectively. - Implementing metrics and monitoring systems to track progress, measure performance, and make data-driven decisions to drive continuous improvement. - Encouraging a culture of innovation by supporting experimentation, embracing new ideas, and providing a safe environment for teams to explore innovative solutions.

Source: developed by the author

The goals are interconnected and mutually reinforcing. Achieving individual engagement leads to stronger teams, ultimately contributing to organizational success. Management 3.0 provides a holistic framework for organizations to thrive in a dynamic and ever-changing world.

Overall, Management 3.0 principles create a more agile, innovative, and customer-centric environment in businesses, resulting in improved products, services, and consumer experiences. The principles form the foundation of Management 3.0 and guide organizations in fostering adaptability and efficiency in managing projects, teams, and organizational processes. Management subjects in Management 3.0 encompass various stakeholders, practices, and aspects crucial for implementing agile methodologies and fostering an environment that values adaptability, collaboration, and customer-centricity. Tasks in Management 3.0 are focused on transforming the organizational mindset, practices, and processes to promote agility, adaptability, collaboration, and value delivery.

Conclusions. Overall, studying Management 3.0 gives businesses the tools and mindset necessary to thrive in the ever-evolving landscape of modern business. By embracing its principles and practices, organizations can unlock increased adaptability, innovation, employee engagement, and customer satisfaction, propelling them toward sustainable success and growth. Management 3.0 principles and methodologies are versatile and adaptable, making them applicable across various industries and businesses. Agile Management principles bring various benefits and barriers for both businesses and consumers. Management 3.0 can support the development of strategic capabilities in many areas of the economy. Based on a scientific analysis, the following main categories of Management 3.0 for business have been identified: goals of Management 3.0, management objects, management subjects, principles, and main tasks.

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ГНУЧКИЙ МЕНЕДЖМЕНТ (МЕНЕДЖМЕНТ 3.0) ЯК ОСНОВА РОЗВИТКУ СТРАТЕГІЧНОГО ПОТЕНЦІАЛУ БІЗНЕСУ

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Анотація. Новий тип управління, організаційної культури та командної роботи за назвою Agile Management (Менеджмент 3.0) прийшов на зміну класичних методів менеджменту постіндустріального суспільства. У новітній концепції менеджменту посеред факторів виробництва, елементів стратегічного потенціалу організації важливе місце відведено інтелектуальним ресурсам. Затребуваним для науки є дослідження специфічних ознак, властивостей управління бізнесом, які з'являються у процесі впровадження Agile Management.

Метою статті є окреслення орієнтирів наукового дослідження Agile-менеджменту (Менеджменту 3.0), виокремлення кола переваг та бар'єрів як для бізнесу, так і для споживачів, формування основних категорій Agile-менеджменту для бізнесу.

Методи дослідження: узагальнення, аналіз і синтез, систематизація для виявлення та виокремлення низки переваг і бар'єрів для бізнесу та споживачів, формування основних категорій Менеджменту 3.0 для бізнесу; схематичні та графічні зображення для наочного відображення результатів дослідження.

Наведено практики впровадження Менеджменту 3.0, що застосовуються в українських і закордонних компаніях. Принципи Agile-менеджменту мають низку переваг і бар'єрів як для бізнесу, так і для споживачів. Менеджмент 3.0 може підтримати розвиток стратегічних можливостей у багатьох сферах економіки. На основі наукового аналізу визначено такі основні категорії Agile Management для бізнесу: цілі Agile Management (створення динамічної та гнучкої системи, яка сприяє індивідуальному, командному та організаційному зростанню), об'єкт управління (співробітники, проекти (продукти, послуги або процеси) та система, яка дає змогу кожному процвітати та робити ефективний внесок), суб'єкти управління (керівники, менеджери та лідери команд), працівники та робоча сила, клієнти, зацікавлені сторони або кінцеві користувачі), принципи (адаптивність, непередбачуваність, уповноважені команди, клієнтоорієнтованість, ітеративний розвиток, постійне вдосконалення, прозора комунікація, управління ризиками, створення цінності, гнучкість та стійкість, співпраця та крос-функціональність), основні завдання.

Ключові слова: гнучкий менеджмент, менеджмент 3.0, бізнес, стратегічний потенціал, переваги та бар'єри, особливості, цілі, об'єкт, суб'єкти, принципи, завдання.