PECULIARITIES OF THE MANAGEMENT OF HOUSING AND PUBLIC UTILITIES UNDER VUCA-REALITY CONDITIONS

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Abstract

The study identifies the factors that determine the development of housing and communal services in Ukraine in modern conditions. The aim of the study is to reveal the possibility of building a management system of the enterprise housing and communal services, adequate to the growing demands of consumers in a digital economy and high uncertainty of the external environment based on divergent thinking, the principles of agile-philosophy and design thinking methodology. The requirements to be met by the management system of housing and communal services in the context of the digital revolution and geopolitical risks are presented. The analysis of technology scrum and justified the effectiveness of its use in the corporate management of public utilities enterprises. The recommendations for the use of techniques and methods of design thinking in the VUCA-reality in the strategic management are formulated. The relevance of the study is determined by the need for effective functioning of enterprises in the sphere of housing and communal services, which directly affect the level of services provided and, consequently, the quality of life.

Keywords: environmental uncertainty, digital culture, management ideology, VUCA - reality adaptive management, scrum methodology.
JEL Codes: M12, M31

Introduction

Political, economic, social, and technological changes in and around Ukraine are creating a new reality. It is characterized by the features of the VUCA world. The concept, originally proposed by U.S. military experts to denote a constantly changing combat environment, since the beginning of the 21st century has been widely used to describe the environment of modern business. The acronym VUCA was derived from the first letters of the word's volatility, uncertainty, complexity, and ambiguity.

VUCA-world replaces the SPOD-world, which was stable (steady), predictable (predictable), simple (ordinary) and definite (definite). In Ukraine, VUCA-reality, that is instability, uncertainty, complexity, and ambiguity of the environment for the activities of enterprises, due to both global geopolitical and technological risks, and the specific conditions.

Production resources of organizations of housing and communal services, especially in the regions, are limited - capital, technology, materials, time. But at the same time any company, regardless of its status, has one almost unlimited and very mobile resource - the intellectual potential (capital) of its employees. The ability of the top management to motivate, develop and use this potential for the benefit of the organization and the employees depends on the sustainability of housing and utility enterprises in a constantly changing VUCA environment.

The driver of complexity and uncertainty in the world is the unfolding digital revolution, which represents the current stage of development of the information society. The emergence of the information society was discussed in the last decades of the twentieth century. The concept of information society was proposed as early as 1969 by Professor Yuiro Hayashi of the Tokyo Institute of Technology. The technological basis of the information society was computer technology, which created the conditions for a radical increase in productivity in the collection, processing, and use of information in all spheres of public life, including housing and utilities (Argyris, Schon, 2019).

A new stage in the development of the information society came with the emergence and rapid spread of the Internet and mobile computer communication devices. On a new technological basis, a digital culture is beginning to take shape, characterized by the digitalization of all social processes. A digital ecosystem of the information society is taking shape in the world. Its important component is the digital economy, which penetrates all sectors of economic activity and changes the conditions of management of housing and communal services enterprises.

Under the conditions of the digital civilization, the housing and utilities enterprises must consider the increasing individualization of demand, its rapid transformation due to the instantaneous distribution of information about new trends in the consumer market. A huge communicative role in the last decade is played by the rapidly growing social networks, whose participants get an opportunity to learn online about everything new in the world. This requires management to accelerate exponentially in responding to the changes in demand occurring in the marketplace.

The emerging digital culture expects not only more and more high-tech products from the control system, but also their inclusion in the information infrastructure. This is the reason for the development of the Internet of Things, which encompasses household appliances, transportation, and human life. The concept of the Internet of Things puts forward new requirements for products that are mandatory for the digital consumer. Currently, all modern devices should be able to function together with other devices and services, forming an interconnected ecosystem, rather than exist in isolation. And these are just some of the features of the digital VUCA world in which utilities must exist.

Research methodology

The methodological basis of the study was based on the methods of structural and comparative analysis. During the development and substantiation of an effective model of management of the system of development and training of the personnel of the housing and utilities sector, a comparative analysis and expert evaluation were used.

Topicality of the topic. The importance of effective management of housing and communal services enterprises is indisputable, as it is the quality of the services provided, as well as the degree of satisfaction of the population depends on the personnel.

The purpose of this study is to identify the features of management of housing and communal services enterprises in the VUCA world.

Literature Review

So far in scientific circles the problem of studying the world experience of effective management of enterprises of housing and communal services, considering the specifics of human resource management organizations, in a VUCA-environment and its adaptation to the prevailing economic and political conditions in Ukraine is still relevant. Currently, the problems of management in the enterprises of housing and communal services are not given proper attention. To solve these problems, it is necessary to use non-standard approaches that meet the requirements of VUCA realities. Issues of reforming the industry housing and communal services, enterprise management in the market of housing and communal services, the regulation of relations between enterprises of housing and communal services and staff training have long been dealt with by both Ukrainian and foreign scientists, among whom it is necessary to highlight the following works: Kollins, J.C.,

Womack, J.P., Jones, D.T., Bezzubko, L.V., Dolgalova O., Yeshchenko M., Fasolko T., Mukhalchenko H., Udovychenko I., Friedman M., Argyris C., Schon D.

Results

Under the conditions of VUCA-reality, the attitude of consumers to what is offered in the market of housing and communal services is also changing. The well-known consulting company Forrester Research defined the new reality for business as "Age of the Customer", when the customer becomes the center of all management processes. The information society and digitalization of people's lives lead to the development of, as J. Pyne and J. Gilmore put it, "perception economy", when consumers tend to actively influence what kind of product or service they need. More and more individualized demand requires close interaction of enterprises of housing and communal services with clients, great flexibility in working with consumers of housing and communal services. Involvement of users of services at all stages of the management and implementation of the project becomes a new mandatory requirement of the digital society.

New technological and market conditions of management are supplemented by growing requirements for the content and working conditions of the employees of housing and communal services enterprises. The growing level of education, rising incomes in developed and developing countries lead to an increase in the creative component of labor, flexible working hours, and opportunities to realize the potential of each employee. Material motives are giving way to spiritual ones. Globalization of economy creates conditions for rapid outflow of the most creative employees to the enterprises of the countries and regions with the most attractive working conditions. This is the reality of the VUCA world for employers.

Radical changes are taking place in the content and methods of competition. VUCA-reality determines the dependence of competitiveness of utilities not only on the level of organization of the internal environment of the enterprise, but also on its ability to use the advantages of other economic entities to efficiently provide the necessary resources and most fully meet consumer demand for housing and communal services. Thus, without the use of digital platforms, and, accordingly, without establishing effective cooperation with enterprises - owners of online trading platforms, it is impossible to develop housing and communal enterprises in most sectors of the economy. The use of digital platforms and the development of global logistics allows even a small enterprise located anywhere in the world to become a dangerous competitor for a large company with a geographically wide customer reach.

For Ukrainian utilities enterprises the volatility, uncertainty and ambiguity of the environment is increasing due to the large involvement of the state in economic activities and political instability. The reaction of effective management of enterprises of housing and communal services to VUCA-reality was the emergence of a new type of enterprises. Many authors write about exponential organizations that rely on information technology (Rosenberger, 2021). According to D. Tapscott and E.D. Williams, wikinomics is formed with the development of the Internet and social networks. The term is formed by combining the concepts of "wiki" and "economy". On the Internet, a wiki refers to a website that can be edited by users using the tools of that site. The authors see wikinomics as a decentralized economy, which goes beyond the economy of individual states and is based on the network cooperation of people to solve a variety of problems of specific enterprises. Enterprises, which have launched and successfully operate digital platforms, become full participants of the market.

The task of developing the digital economy in Ukraine is set at the state level. Digital enterprises, followed by the leaders in other sectors of the economy need adequate VUCA-world management models. The

traditional approach to project management is to organize the flow on the execution of an order for software development. The sequential works performed are customer requirements analysis, software design and implementation, testing, integration, and technical support. The adopted algorithm of work execution is called a cascade management model, or waterfall model. This name is since the adopted work sequence, like a waterfall, cannot be reversed in the conditions of VUCA-reality (Dolgaleva, 2018).

To change this situation, in 2001 in the American city of Snowbird, 17 software developers who called themselves "organizational anarchists" adopted the Agile Manifesto - Manifesto for Agile Software Development. This manifesto proclaimed an approach to management adequate to the VUCA world. The manifesto formulated the values based on which an enterprise management system should be formed under the conditions of growing volatility, uncertainty, complexity, and ambiguity of the environment. The first principle which should form the basis of enterprise management is the priority of persons and interactions over processes and tools. The following three principles indicate the direction in which enterprise management should evolve. In essence, it is about the necessity to use more divergent thinking in the development of management decisions, which implies the search for uncommon ideas, the use of non-standard forms of activity, the research interest of employees.

Emerging methods and techniques of management, based on the formulated values, are combined in the framework of agile philosophy. The term "agile", literally translated from the English language as "lively, quick, nimble, quick-witted", is usually interpreted in business vocabulary as "flexible". According to agile philosophy, the management system must ensure the interaction between the team of executors of the order and the client. This allows the latter to make significant changes in the parameters of the order in the process of its implementation, which is an essential attribute of the economy of perception. Renowned entrepreneur Ruben Vardanian notes: "We are moving from organized, prescribed processes

and procedures to systemic chaos that runs on agile methods" (Walliser, 2021).

Widespread ways to implement agile philosophy include scrum methodology, kanban method, XP-extreme programming, Lean model, ASD-methodology (Haysmith methodology). The most universal methodology of agile philosophy is technology scrum, elements of which are used by advanced banks, insurance companies, industrial and utility companies.

Methodology scrum as a new approach to project management for software development was proposed back in the mid-1990s by Jeff Sutherland and Ken Schwaber, borrowing the term from the game of rugby. In this sport, scrum refers to the technique of a team game of mastering the ball and leading it across the field. The scrum technique allows the customer to change the parameters of an order as it progresses due to new breakaway circumstances. According to this methodology, the formation of a system of goals is not only carried out at the initial stage of the order but continues throughout its implementation. Initially, the most important goals are formulated, and their detailing and communicating a specific goal to each employee is done only for a very short period of one or more weeks. Making changes to the system of goals by order immediately leads to changes in the tasks that specific performers work on as well.

At the same time scrum-methods help avoid disorganization of project work due to changing parameters. The scrum methodology provides a model of coordination of project participants, when the key role in the execution of the order is given to the development team. It is based on the principle of self-management and responsibility of the whole team for the work performed. A special role in the team is played by the scrum master. Jeff Sutherland calls him a team leader. At meetings designed to coordinate the actions of team members, the scrum master acts as a facilitator, i.e., a leader who helps the team understand the purpose of the project and promotes discussion on how to achieve it without defending any of the positions. The Scrum Master helps the team identify the problem to be solved, maintains an atmosphere of cooperation and trust, making efforts to resolve conflicts that arise. At the

same time, he is not the project manager, but acts as a liaison between the enterprise management and the team.

If scrum approach is effective at the operational level of management, the technology of design thinking can be used both in project management and for the formation and implementation of the company's strategy in the conditions of VUCA-reality. The founder of design thinking methodology as a method of solving problems was created in 1991 by design-consulting company IDEO. This organization, in order to demonstrate the possibilities of the new approach, organized at Stanford University d.school as an analogue of business schools. In 2006 Boston Consulting Group ranked IDEO 15th among the twenty most innovative companies in the world. IDEO professionals have developed an approach that allows the use of methodological statements from the field of aesthetics in the field of business strategies (Simon, 2021).

One of the methodologists of design thinking T. Brown points out that IDEO has made a transition from design-to-design thinking, which can be seen as an evolution from creating products to analyzing the relationships that arise between people and products, as well as the relationships that develop between people. Design thinking methodology is effective for solving so-called wicked problems, i.e., difficult, insidious, poorly structured problems that abound in VUCA-reality.

Design thinking techniques are client-oriented and anthropocentric, which fully meets the demands of the digital society and the economy of perception. Design techniques are aimed at working with tacit knowledge, i.e., "tacit knowledge" of the service consumer, which he himself is not able to realize and formulate. The fullest satisfaction of the client's needs is achieved through a variety of techniques that implement the idea of complicity to be in the position of the consumer and to understand what he really needs. Design thinking techniques rely on the use of techniques that promote empathy and

understanding of the perception of the problem from the perspective of all parties involved.

Emerging management methods and practices indicate the birth of a new management paradigm, which some researchers refer to as "Management 2.0 and 3.0", while others are already talking about the "Management 4.0" model. The name "Management 2.0" was introduced in 2008 in the U.S. by 36 leading scientists and management experts at an international conference organized with the support of the consulting firm McKinsey & Company.

In 2011 a book of one of today's most well-known experts in agile-methodology Jurgen Appelo "Management 3.0: Leading Agile Developers, Developing Agile Leaders" was published, in which he sets out his vision of agile-management. It seems that both approaches to building a new management model for the new reality proceed from the need to move to adaptive management, which is based on the priority of people, their values and needs over the goals of organizations and businesses. This management philosophy reflects the demands of the VUCA world and seeks to promote social responsibility (Argyris, Schon, 2019).

Today's human resource managers are fast and efficient project managers, salespeople and negotiators, technicians, and mathematicians. Increasingly, companies are now outsourcing routine administrative and supervisory functions (paperwork, payroll, and payroll) to other departments (e.g., legal, accounting, clerical). All this is done to maximize the speed of HR-teams, relieving them of unnecessary burden.

First in the queue of processes to be overhauled is performance management. In the VUCA world, key target indicators become obsolete in a quarter or even a month, so it makes no sense for managers to wait until the end of the year to routinely discuss with an employee whether they have achieved their goals.

One way out is to switch to shorter cycles of goal setting and evaluation: a quarter, a

month, or even a week. There is another way, which at first glance seems counterintuitive: reduce the weight of the bonus in the total income of employees, i.e. move from managing the monetary unit to managing the word (to regular feedback and a productive corporate culture).

Then employees will be less worried about "things have changed again" and can focus on the tasks at hand. Classical competence system sometimes turns out to be too unreliable foundation for building of personnel management function, considering increased activity of the market of housing and communal services. Key employees should have the widest range of competences: understanding of management of housing and communal services enterprise, effective and convincing communications, ability to manage complex situations.

Another way is to reformulate the classic set of competencies into a more modern set (e.g., trainability, adaptability, ability to act in situations of uncertainty). The top-level positions will require an external talent pool. Learning and development, like adaptation, turn into a speed game. It is difficult to plan the necessary competences, so part of the training will inevitably happen "just in case". Learning in today's changeable and unpredictable world will have to happen every day, not several times a year in training.

For the convenience of conducting a diagnostic assessment of the state of personnel management, the system is conditionally divided into strategic and operational levels. At a strategic level it is evaluated the activity of top management of an enterprise in building a strategy of formation and use of labor potential as well as its correspondence to current situational conditions; correspondence of the organizational structure to the goals and tasks of the enterprise, characteristics of the organizational culture, level of competence of strategic managers, nature of relations between the administration and labor (conducted by interviewing key managers, studying business plans and performance reports, study of documentation regulating the labor management system).

At the operational level the effectiveness of work with human resources is assessed, the presence or absence of the necessary components of the personnel management system, their adequacy to the goals of the enterprise, the correctness of their execution. Here such components are investigated as conformity of personnel policy, personnel planning, principles of selection and recruitment, adaptation, labor stimulation, evaluation and training, rotation, work organization, career planning and release of employees (Walliser, 2021).

When studying HR processes in an organization under crisis conditions, today it is customary to distinguish such main tasks as determining the development of progressiveness of the HR management system; identifying the so-called "problem areas", i.e., phenomena that slow down the successful development of the enterprise; assessing the adaptive capabilities of the team and its readiness for change. Additionally, quantitative statistical data are collected: personnel costs; statistical data on the characteristics of the total workforce at the enterprise, etc.

A revolution is taking place before our eyes concerning everything related to human resources management: organizational structure, processes, tools and, most importantly, human resources managers themselves. These revolutionary requirements allow organizations to build skills to get out of the discomfort zone, build leadership skills in the VUCA world.

One of the key characteristics of the modern worker can be considered "professional zapping". This term has recently been used by HR-managers in the West, but in the Ukrainian management literature it still has no categorical definition. "Professional zapping" can be characterized as "constant search for oneself", constant and rapid transition to new knowledge, mastering of new competencies, constant personal growth, and professional development. Such "zapping approach" changes employees' idea of an ideal model and trajectory of behavior in the labor market, as well as career strategy. The objective basis for the focus on continuous

development is also the fact that for almost 20 years the life cycle of the acquired skills has been constantly shrinking and is now no more than five years, which requires companies to develop new methods, directions, and content of training in the digital age.

New conditions of functioning cause the need to revise the principles of career management and provide opportunities for continuous learning and development (L&D) (Miller, George, 2020). Therefore, not only the strategic, but also already the tactical goal of many foreign and Ukrainian companies is the revision of their employees' career models and the improvement of L&D infrastructure for the digital era. Changes in the model of career building in the conditions of "professional zapping" are presented in Table 1.

Table 1. Career models

Comparison trait	The traditional model of career building	A new model of career building
Target	Maximum detailed description	A general, gradually refining understanding of the direction of travel in terms of tasks, projects
Career Development Plan	A step-by-step plan of movement to the target position ("career ladder") made in advance	Lack of a clear plan, after each step there is an orientation in the current organizational landscape and identifying options for the next step
Career Guidelines	The ideal career is all about moving upward in your career	The ideal career is a varied experience, changing roles, functions, territories, which provides the opportunity to acquire a wide range of competencies
Opinion Leaders	Focus on Executives	Shifting the focus from executives to experts, project managers, "leaders without a title".
Career planning	Chain of steps	Options for the next step
Career Development Directions	Orientation to the managerial branch of development	Managerial, expert and project development branches
Length of time on the job	No strict tenure requirements	Limitation of time in office (max 4-5 years)
Competencies	Competencies Model	Skills Library

Most Ukrainian and foreign sources emphasize that now there is a change of generations of employees, employees' ideas about the "ideal place of work" are changing, their requirements to employers are increasing. In addition, according to the observations of HR practitioners, career success is no longer determined by the framework of "one profession", much more important are different "experiences" and the ability to continuous learning (Dolgalova, Yeshchenko, Fasolko, Mukhalchenko, Udovychenko, 2020).

Based on the analysis of domestic and foreign publications it is possible to trace the evolution of workers' expectations for 50-60 years (Table 2). The table shows three periods: a period of relatively stable development in the 1960s-1980s, a period of active geopolitical and economic transformations taking place both in Ukraine and in many foreign countries at the turn of the XX-XXI centuries and the period of the 2010s - to the present - life in the era of VUCA.

Table 2. Evolution of employee expectations from the 1960s to the present

Criteria	Traditional Expectations (1960s-1980s)	Transformational Expectations (1990s - early 2000s)	Expectations today (2010–2023)
Model of behavior in the labor market	Guaranteed employment during you	The end of the concept of "job security"	Nomadism (frequent job changes)
Planning horizon	Long-term	Short-term	Very short-term
Work	Guarantees of stability	Attractiveness of the labor market	Professional "zapping'
The workplace and the function of the employee	Static work with fixed requirements	Increasing dynamism, increasing complexity of job requirements and requirements for the employee	Rapidly shrinking life cycle and job skills. The "human" workplace
Development of knowledge and competencies	Training within the chosen profession	Learning and gaining new experiences	The employee is an independent engine of professional development
Career Vision	Linear up	Transition phases	A variety of experiences
Remuneration	Fixed, guaranteed and stable	Fixed part and variable part	Individual remuneration package, considering the employee's performance in a short period of time
Interaction with the employer	Loyalty	Growing Distrust	Loyalty and engagement
Organization of "out-of-hours" time	Recreation	Balance between the private and professional spheres of life	"Blurring" the boundaries between life and work. The life/work/family balance is seen as part of the employee's overall experience

In turn, employers prefer versatile, multifunctional employees who are capable of multitasking. According to most experts, there is a rapid obsolescence of knowledge and accumulated theoretical knowledge all over the world, a decrease in the importance of formal education, and soft skills, the ability to quickly learn and enter a new subject area by one's own efforts, are now coming to the fore. For example, the ability to program can be considered along with such skills as numeracy or reading. Accordingly, HR specialists need to modernize management tools in such a way that they, on the one hand, correspond as much as possible to the expectations and preferences of employees, on the other hand, correspond to the goals, attitudes, and capabilities of the company, and on the third hand - to the realities of the new management environment and the technological mode. These conditions impose new requirements for the job and professional suitability of HR-managers, who are entrusted with the task of harmonizing the interests of all

the subjects of social and labor relations both within and outside the organization.

Thus, the expansion of the areas of activity of an HR specialist and increased attention to the development of "smart" management systems causes the need to expand the competencies of the HR-manager. According to the World Economic Forum's Future of Workplace Report, more than a third of the skills that employers considered not very important back in 2015 will become relevant by 2023. According to this, the top 10 competencies that an effective and competitive HR professional should possess in 2023 are as follows: 1) comprehensive vision and problem solving; 2) critical thinking; 3) creativity; 4) people management skills; 5) collaboration; 6) emotional intelligence; 7) decision making and evaluation skills; 8) high quality service; 9) negotiation skills; 10) cognitive flexibility.

It is advisable to add digital thinking to this list of competencies. As I.A. Poplavskaya notes, the amount of information in the world is

growing exponentially, so a highly specialized professional must know a lot, be able to quickly analyze a large amount of data, understanding the essence and separating the main from the secondary. Media literacy (the ability to navigate information sources), the ability to design processes, control their workload, virtual communication, "thinking in a constant prototyping format": multi-mindedness as rapid analysis through rapid decision making and forecasting (Szostek, 2021) are becoming important skills.

Now, many companies are changing the requirements for the "input" knowledge, skills, and abilities of future employees. Many HR professionals emphasize that today it is much more important to be sure not whether employees have the necessary skills, but how quickly they adapt to a new situation, whether they have decision-making skills under uncertainty, what tools they use to process and analyze information, whether they have systemic thinking, whether they are focused on continuous learning and development. In management literature these skills and abilities of employees were called potential and began to be assessed by employers together with the performance of employees.

So, we can offer the following vision of an effective HR manager: it is an innovative, adaptive, responsible, and benevolent specialist who: 1) inspires, leads by example and energizes - team leader; 2) creates a trusting atmosphere, positive and friendly attitude in the team; 3) provides an opportunity for the team members to work independently and at the same time accepts their possible mistakes; 4) knows each of the team members personally, adapts their roles and functions individually depending on the sources of motivation of each; 5) communicates a clear vision and sense of purpose to his team, its role in the overall development strategy of the company and the role of each employee; 6) clearly sets goals and objectives for each team member and understands the need for assigned tasks to each employee (Laing, 2019).

On this basis, we can propose the following rules of conduct for the "new" specialist in human resource management: 1) delegating those functions to their subordinates that can be performed by them independently; 2) transparency in communication with their team and sharing any important information; 3) trust in each member of the team; 4) clear and understandable formulation of the tasks for the employees; 5) regular restatement and feed-back in communication with employees; 6) regular team meetings to maintain team cohesion; 7) face-to-face meetings with each team member, if possible; 8) detachment and self-reflection on the type of own management, its results, effectiveness and usefulness; 9) development of a collective project in which all team members can participate; 10) avoiding (if possible) providing ready-made solutions to employees, leading them to find their own solutions through questions (Sterman, 2020).

It should be emphasized that the competencies of the future and the current competencies of an HR manager today will be very different. Therefore, the task of today's HR specialist is to prepare employees for the transformation of "professions" and competencies in the future.

Despite all the difficulties, VUCA challenges can be confronted. To solve problems and combat instability, one must look for opportunities to actively develop, explore the market, establish social connections, and seek motivation. Uncertainty is resolved by creating scenarios and strategies, conducting experiments, monitoring, and analyzing the environment, understanding your goals, finding new ideas, not being afraid to take risks. Difficulties arise for everyone. The solution to them is control, reductive thinking, systems thinking, simplification, collecting opinions. Finally, ambiguity can be overcome by knowing one's clear vision, learning customer needs, and using design thinking. In this new environment, it is necessary to act even with incomplete data. This is how decisions are made today. VUCA is both a threat and an opportunity at the same

time. In any case, the best way to anticipate the future is to create it the way you want it to be. Interestingly, there is an answer to the VUCA challenge, and a rather promising one at that. If we decipher this acronym in a positive way, we can find counteractions: "vision" - communication, faith, focus on goals; "understanding" - curiosity, empathy, open mind; "clarity" - simplification, intuition, systemic thinking; "agility" - determination, innovation or death, opportunity, and empowerment. As we can see, underneath the basic terms are the qualities and actions necessary to be successful in today's VUCA reality.

Conclusions

It is not hard to see that the VUCA world is linked to the 4th industrial revolution, but it affects not only economies or national interests, but also people, each one of us. Today's world is characterized by instability, uncertainty, complexity, and ambiguity. It has come to be known as the VUCA world and is characterized by rapid change, unpredictability, considerable difficulty in determining the future based on the past, a diversity of evidence, causes and influencing factors, and multidimensional situational conditions.

In these volatile times, human resources are critical. Only those utilities companies that use human resources to their fullest potential will stay afloat. The world is changing faster now, the changes affect different spheres of the housing and utilities companies. This shows that staff must acquire knowledge in different areas. Achieving success requires changes in the development of not only new staff skills, but also new and more attractive career heights. Along with this, organizations need to pay attention to leadership development, structural issues, cultural diversity, technology, and enriching the employee experience with new and more interesting ways of working.

From the above, we can conclude that managing VUCAs these days is comparable to working in an extreme and ambiguous environment where decisions need to be made quickly while learning new things in parallel. The VUCA environment can be compared to the feelings of mountain climbers standing at the foot of the summit - they are aware of the risk but cannot refuse the opportunity to conquer it. Also in management, the excitement and desire to achieve the goal forces the manager to act. At times, the risk is justified and leads to great success. In any case, irreplaceable experience, strength, and knowledge are gained. So, the basic idea that the VUCA conveys is that no matter what field you operate in, there are only two ways to go - management either changes, or it remains ineffective. That is, to achieve success, it is necessary to realize that stability is unstable, and change means growth, because, in this case, the enterprise of housing and communal services lives and develops.

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