

The concept of change management encompasses all planned, organized and controlled changes in strategy, processes, structure and culture of any socio-economic system, including private and public enterprises. "Change Management" deals with specific issues on enterprise management, including organizational, personnel, communication and information aspects. Changes in strategy, production processes, structure and culture can be implemented gradually, in the form of small steps, or also radically, in the form of large jumps. In this regard, respectively, talk about the evolutionary and revolutionary models of change. In the spirit of this "extreme" classification should be presented the concept of changes in socio-technical systems also. [Lawler, E., 48] Development issues and organizational change is important not only for losing, but for a successful, dynamic businesses. Currently, the process of introducing changes in enterprises and companies becomes a new conceptual approach to management. In this connection special importance are the processes of change throughout the system operation of the business and its organizational structure, including processes, people, consumers as well as different models and methods for their practical implementation. The expanded concept of organizational development includes both structural and personnel aspects. As a part of the structural approach, the attempt to create a favorable framework conditions for achieving the objectives of institutional development through changes in organizational management is made.

Organizational development is carried out in several stages. Initially, there is a "thawing" of the social system. The views put into question, values and behaviors of members of the system and their suitability for achieving the system goals (productivity, innovation activity, the humanization of labor) is examined. [Curphy, G.J., Ginnett, R.C., Hughes, R.L., 46] To my mind the most effective is the Integral method, which highlight that the primary purpose of any production is the satisfaction of buyer's needs. A systemic organizational changes, as any other meaningful impact on the system of organic type, requires a flexible and balanced approach. As the basic values the balance of initiatives "from above" and "bottom", the balance of interests, the balance of used motivational mechanisms, the balance of the functioning and development, the balance of design and implementation, as well as the balance of structural and technological changes and personnel changes can be separated. The second step begins with a movement for modifying. New behaviors and organizational management are tested during the training. The process of change requires a logical conclusion, since we know that they can last indefinitely.

Therefore, the stabilization and consolidation of new, officially institutionalized patterns of behavior, and organizational rules are needed. This occurs during the so-called freezing process of change. [Vecchio, R. P., 72] *Six Images on Managing Change* Palmer indicates that managers and change-managers have special models (mental and image) that on their mind are reachable. According to Palmer the whole list of images of managing change consists of: 1) intended change outcomes; 2) unintended change outcomes; 3) management as control; 4) management as shaping; 5) six images on managing change. The words pointed out (such as navigator, coach, director, interpreter, caretaker, and nurturer) can help in explaining the role of change manager during the change process. [Akin, G., Dunford, R., Palmer, I., 24] Change manager as director implies management as reachable points in controlling and change outcomes. He can be assisted with theory of contingency and n-step models. Change manager as navigator implies the direction as the center of management actions. But it also means that some change outcomes may be achieved with less control than usually. He is supported by professional theories of changes.

Change managers' as interpreter task is the creation of some implication for other colleagues to explain them main ideas and possible actions during the changes. He is supported by the theory of organizational changes. Change manager as coach implies that the person develops certain skills,

values and exercises in order to achieve the best result in the change process. Change manager as caretaker implies the best organization of the process because of impediment of external and internal forces. It is supported by such theories as life-cycle and population. Change manager as nurturer implies that nurturing of organization is the best way to control the large impact of small changes, which happen regularly within the company. It is related to the chaos theory. [Akin, G., Dunford, R., Palmer, I., 27] Changes always take some ideas, because the change influences different shareholders within and outside the company, such as investors and shareholders, all levels and customers and employees. It is essential that the interests of shareholders are taken into account, if successful change is to be implemented and positively received. *PFIZER INC. implementation of changes* Building of change management system is based on creation an effective system of management in the company.

The developed method of implementation of this system is built on the idea of improving the existing system of governance in a company that delivers the desired results at minimum cost. The whole process of improving the management system in stages, with assess of the effectiveness of each stage and careful planning of the next one. For effective implementation of change management the close cooperation of specialists of "PFIZER INC." with employees of the customer is held.