

Abstract of the Article
"Theoretical Aspects of Forming the Organizational Competence"
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The most topical direction of the organizational management is shifting the study in the field of management towards a person, whose level of competence provides an efficient operation of an organization. The issue of forming the organizational competence has been studied by domestic as well as by foreign scientists. Though, it should be mentioned that the methodological base for using the competence approach in terms of the organization management theory, still requires development and validity and at some points even definition.

The aim of the article is to generalize the approaches of defining the levels of organizational competence, to develop a multilevel hierarchic model of a competent organization, and grounding the level of synergic competence.

The generalization of theoretical and methodological bases of modern enterprise management brings us to a conclusion that the evolutionary nature of competent organization creation by shifting from individual to organizational competence. Such an assumption makes it possible to distinguish particular levels of competence, though the integration competences layer onto the initial ones and create an hierarchic subordination that enables us to form a multilevel hierarchic model of a competent organization, that is an organization that carries the whole set of competences:

- 1 level: professional and role competences.
- 2 level: functional competences.
- 3 level: strategic competences.
- 4 level: synergic competences.

The competences of the highest (the fourth) level make up a complex interaction of functional and strategic competences and create a group of synergic competences of the enterprise. Synergic competences combine both the ability to ensure growth in present directions and to develop new directions. Such a combination is the most efficient for an organization and makes such benefits that cannot be performed by the competitors. According to this a competent organization is an organization, which holds of a set of individual and organizational competences that are under hierarchic dependence and ensure its uniqueness and competitive benefits in a long-term.

It should be emphasized that competences are created as a result of an internal development of an organization, the ground for it is the shift from one level to another. The ability to modify, to move to the upper stages of development or vice versa fall into crisis, requires organization to change its goals, strategies and the way they are carried out.