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ASSESSING A COMPANY'S CRISIS RESILIENCE AND READINESS TO EMBRACE STRATEGIC CHANGE

The article substantiates a methodological approach to the integral assessment of an enterprise's crisis resilience and its readiness to perceive and implement strategic change. The proposed approach is based on the construction of the Integrated Crisis Resilience Index (ICRI), which combines five groups of sub-indices: financial stability, operational performance, adaptability, development potential, and risk resistance. Each group is linked to a specific theoretical perspective on the nature of change (process-dynamic, adaptive-reactive, program-targeted, and evolutionary-ontogenetic) as well as to the rationale for managing strategic transformations through functional-process, system-transformational, adaptive-instrumental, and human-centered approaches. A distinctive structural feature of the proposed approach is the introduction of a human-capital productivity sub-index that reflects the human-centered and leadership-related dimensions of managing crisis-driven transformations. The robustness of the methodological approach is supported by sensitivity analysis based on three alternative weighting scenarios and five aggregation techniques: additive aggregation, geometric aggregation, the weak-link method, TOPSIS, and entropy-based aggregation. External validation was performed using the modified Altman Z'-score model, with a Spearman rank correlation coefficient of 0,974. The inflationary effect was additionally controlled through CPI deflation. The article proposes a phase decomposition of the Integrated Crisis Resilience Index, distinguishing pre-crisis, crisis, and post-adaptation phases. It also develops a typology of crisis trajectories, including resilient shock absorption, V-shaped recovery, recovery from a low base, prolonged deterioration, partial recovery, and mixed trajectory patterns. Empirical testing of the proposed approach was conducted using a sample of enterprises in the oil and gas sector for the period 2020–2025. The calculations confirmed the invariance of the ranking positions of leading and lagging enterprises under changes in weights and aggregation methods, with Spearman rank correlation coefficients ranging from 0,93 to 1,00. This confirms the reliability and analytical consistency of the proposed model.

Keywords: strategic change management, crisis resilience, anti-crisis management, readiness for change, resilience assessment, adaptive capacity, recovery potential.