УДК 330.341.1(477)

THE MECHANISM OF ACTIVATION OF READINESS FOR INNOVATIONS PERCEPTION IN UKRAINE

S.K.Khadzhyradieva,
National Academy for Public Administration under the President of Ukraine
T.K.Hrechko,
National Academy for Public Administration under the President of Ukraine

The basic directions of innovative development in formation of the Industry 4.0 have been analyzed. It has been given reason that readiness for innovations perception becomes the basic indicator which will define new positioning of national economic systems in the world labour division in a global cycle change. Preconditions have been formulated and the basic stages of the state mechanism of activation of readiness for innovations perception in Ukraine have been defined. We propose the mechanism of activation of readiness for innovations perception, which is implemented in the short-term and long-term scenarios. The first option guarantees investments in innovative projects in the "here and now" mode, and the second one is aimed at the long-term formation of an institutional environment that supports the innovative activity of economic agents. The short-term scenario of implementing the mechanism of activation of readiness for innovations perception includes the following steps: probe of current conditions, laying the groundwork, project implementation. The long-term scenario of implementing the mechanism of activation of readiness for innovations perception includes the use of a conceptual and methodological basis aimed at transforming informal institutions in order to create a new identity of economic agents and ways of their interaction that support innovative activity.
Key words: VUCA-world, Industry 4.0, diffusion, strategy, mechanism.

МЕХАНІЗМ АКТИВІЗАЦІЇ ГОТОВНОСТІ ДО СПРИЙНЯТТЯ ІННОВАЦІЙ В УКРАЇНІ

С.К.Хаджирадєва,
Національна академія державного управління при Президентові України
Т.К.Гречко,
Національна академія державного управління при Президентові України

Проаналізовано основні напрями інноваційного розвитку в період становлення Індустрії 4.0. Аргументовано, що основним показником, який визначить нове позиціонування національних економічних систем у світовому поділі праці в період зміни глобального циклу, стане готовність до сприйняття інновацій. Сформульовано передумови та визначено основні етапи державного механізму активізації готовності до сприйняття інновацій в Україні. Запропоновано механізм активізації готовності до сприйняття інновацій, що реалізовується в коротко- і довгостроковому сценаріях. Перший варіант забезпечує гарантії інвестицій в інноваційні проекти в режимі "тут і зараз", а другий – спрямований на довгострокове формування інституційного середовища, що підтримує інноваційну активність економічних агентів. Короткостроковий сценарій реалізації державного механізму активізації готовності до сприйняття інновацій включає такі етапи: зондування актуальних умов, підготовка умов, реалізація проектів, передбачає використання концептуально-методологічного базису, спрямованого на трансформацію неформальних інститутів з метою створення нової ідентичності економічних агентів і способів їх взаємодії, що підтримують інноваційну активність.
Ключові слова: VUCA-світ, Індустрія 4.0, дифузія, стратегія, механізм.

The problem's presentation in general terms and its connection with important scientific and practical tasks. "The future casts its shadow long before making its entrance". This principle underlies the weak signals management system, which was the highest level of management system organization with an effective forecast component in the second half of the XX century. The global system of the XXI century, called VUCA-world, owing to its high level of complexity, variability and poor predictability, requires new approaches to the organization of innovative design. The most successful examples of implementing innovative projects that were demonstrated by Steve Jobs, Elon Musk, Peter Thiel and others proved that there is no alternative to the interactive approach (in terms of R. Ackoff [1]) to project planning and implementation. Interactive planning is characterized by the vision of the future and creating conditions for its acceleration. At the same time, the stages of the planning process are concentrated at designing an "idealized future" [1], that is why visionaries and futurologists, strategists and experts from developed countries are engaged in the formation of a global foresight in the formation of the Industry 4.0 – a brand new stage in the technological development of civilization.

Klaus Schwab, the founder and permanent chairman of the World Economic Forum, in his work *Shaping the Fourth Industrial Revolution* formulated the foundations of the global innovation trend, which includes four directions of technological transformation: 1) digital expansion (new computing technologies, blockchain and distributed ledger technology, Internet of Things); 2) transformation of the physical world (artificial intelligence and robots, advanced materials, additive manufacturing and multidimensional printing); 3) alteration of humans (biotechnology, neurotechnology, virtual and augmented reality); 4) environmental integration (generation, storage and transmission of energy; geo-engineering, space technologies) [2]. These directions will make up the mainstream trends of innovative design in those countries of the world which constitute geopolitical centers of technological development in the formation of the Industry 4.0.

Analysis of recent publications on the issues and the allocation of previously unsolved parts of the general problem

However, the activity of world innovation centers does not guarantee an automatic qualitative transformation of national economic systems. The main indicator that will determine the new positioning of countries worldwide in the global division of labor in a global cycle change will be the *readiness to perceive innovations.* It is known that not every emergence of new knowledge causes a diffusion process. A huge number of inventions in all areas of society are simply ignored. According to A.Grubler, the analysis of several hundreds of large-scale technical innovations over the past two centuries shows that there is a time lag (delay) of 15–40 years between an invention and the beginning of spreading the innovation. Moreover, one or several successful implementations (innovations) do not guarantee subsequent diffusion. Therefore, Grubler proposes to distinguish the triad – invention, innovation, and diffusion, understanding an innovation as the process of initial introduction of an invention. In his opinion, inventive and innovative activities create the potential for changes. And only the diffusion process transforms this potential into a change in social practice [3].

The competence or sensitivity of a society to the innovations perception does not depend directly on its development level, on the size of a human and social capital, but it manifests itself in a special period of the evolutionary cycle, which is characterized as *growth in the bifurcation zone*.

In this context, it is important to note that N.Moiseev distinguishes adaptation and bifurcation mechanisms that characterize the self-organization process of complex open systems. The main feature of the "adaptation" mechanisms is that, in principle, they allow us to foresee (with certain accuracy) the effect of the mechanism, i.e. the course of events, and therefore to predict these events. When the system passes through bifurcation state, it seems to forget (or almost forget) its past. At this point, branching of evolution paths takes place [4].

Two main evolutionary strategies are implemented in the catastrophe zone:

strategy of information reset is the principle of system behavior in a catastrophe zone, characterized by the reset of information about its past adaptive potential: restructuring of assets, dismissal of staff with a destructive dominant, abandonment of old management methods, etc. This strategy is an objective mechanism that acts naturally or artificially.

strategy of structured energy consumption is the principle of system behavior in a catastrophe zone which is determined by the increase in the system's adaptive potential due to the maximum possible attraction of structured energy from the external environment. This strategy determines an investment zone [5].

The presented strategies cannot be implemented in parallel because a system that has not passed the information reset period is not able to use structured energy from the external environment for its own evolution. Thus, a state with an actively functioning corrupt ruling coterie is not able to use loans to develop the state itself, therefore opening credit lines, investing in new projects in the catastrophe zone is tantamount to "burying money in the sand" [5].

Formulating the goals (aim) of the article. What stage of the evolutionary cycle is Ukraine at, and what will be its role in the development of the global innovation system? To answer these questions, we need to evaluate the current and potential capacity of the country, as well as current needs arising from the requirements for safe life conditions of a society. On the basis of the findings, it makes sense to formulate the main provisions of the mechanism of activation of readiness for innovations perception in Ukraine, which is the main goal of this article.

Presentation of the main results of the research and their justification

Current opportunities for the innovation development of Ukraine are determined by the country's place in the global division of labor, which is estimated by the degree of closeness/remoteness of the main indicators from the geopolitical innovation centers. The analysis of international indices, which are the basis for comparative assessment of

cross-country development, allows to assess such remoteness.

The Global Innovation Index is one of the main indicators of the innovative development level of a country. This is a study of the international business school INSEAD in the form of a ranking of countries worldwide in terms of innovative development. The Global Innovation Index is a comprehensive integrative indicator, combining 82 variables.

The components of the Global Innovation Index for Ukraine as of 2018 are presented in Fig. 1.

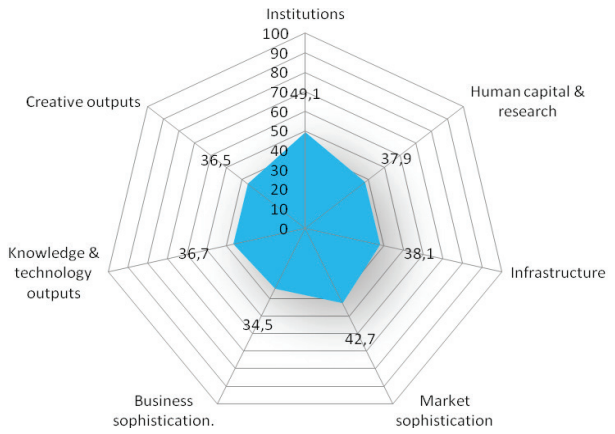

Fig. 1. ***Global Innovation Index 2018 (maximum rating – 100 points) [24]***

The index includes five components that characterize the available resources and the conditions for innovations (Innovation Input): institutions; human capital and research; infrastructure; domestic market sophistication; business sophistication. For all of these components Ukraine has not reached even 50% readiness. However, having the highest rating in this group of 49.1 points, the "Institutes" indicator is close to this mark.

Two other components of the index – the achieved practical results of innovations (Innovation Output) – also barely passed the 30% barrier: the development of technologies and knowledge economy (36.7 points); the results of creative activity (36.5 points).

As a result, Ukraine is on the 43rd place among 126 countries worldwide by innovative development. At the same time, in 2018 the top three countries of this rating included Switzerland (68.4 points), the Netherlands (63.32 points) and Sweden (63.08 points).

The second equally important indicator characterizing the positioning of a country in the international economic space is the Competitiveness Index.

In terms of analyzing the basic requirements for the development of a competitive economy, the Global Competitiveness Index of Ukraine has been showing a low value of the indicator of the institutional environment for many years (3-3.2 points out of the 7 maximum possible) [6]. Institutional insufficiency is the main obstacle to the investment attractiveness of the country, the main setback for the technological transformation of the economy because a competent investor begins any international project with an analysis of the effectiveness of state institutions [7, p. 534]. Institutional insufficiency is aggravated by a high level of anomie of the social system, which is reflected in one of the most significant indicators – the level of corruption [8].

Regarding the level of economic development, according to the Global Competitiveness Index, Ukraine is in the process of transition from a resource-based economy to an efficiency economy. Its position in the global division of labor is far from the innovative stage of development.

The contribution of the factors that improve the country's competitiveness is distributed among the main quality groups as follows: production factors – 56.1%, efficiency factors – 37.9%, innovation – 6% [6, p. 320].

At the same time, the potential for innovative development of Ukraine is human capital – a relatively high level of health and education of the population (Fig. 2).

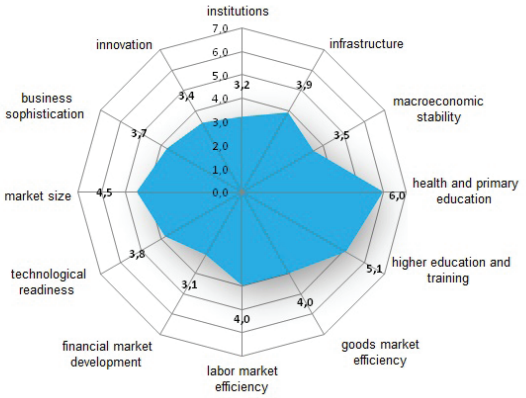

Fig. 2. ***Competitiveness Index of Ukraine in 2017–2018 [6]***

From the perspective of life safety, the innovations that stimulate the formation of growth points in the economy, innovations in urban planning, infrastructure development are relevant for Ukraine. However, their implementation is possible if the level of readiness for innovations perception increases.

In view of the foregoing, we propose the following mechanism of activation of readiness for innovations perception in Ukraine, which includes three main stages (Fig. 3).

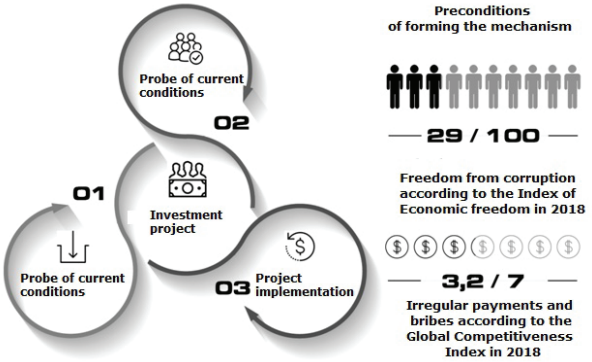

Fig. 3. ***Mechanism of activation of readiness for innovations perception in Ukraine: preconditions, stages. Short-term scenario***

Note: prepared by the author in view of [6; 8].

The first stage: "probe of current conditions". The level of readiness for innovations perception is evaluated: institutional sufficiency, expertise level of key participants, objective environmental conditions. Special attention is paid to the interaction with the public authorities, their efficiency is evaluated according to the system of Worldwide Governance Indicators [9].

Compliance with all the stages of the presented mechanism is necessary regardless of the level of project implementation – national, regional, local. Ignoring one of the preliminary stages can level the efforts to implement the project because institutional insufficiency is not a risk factor for an innovative project, but a crucial exogenous constraint of its implementation.

The presented version of implementing the mechanism of activation of readiness for innovations perception can be implemented in the short term. The purpose of this scenario is to provide guarantees for investments in innovative development. However, this approach does not solve the problem of the readiness of the state and society to perform innovation activities nationwide.

The main obstacle hindering the innovative activities of the citizens as key actors in an economic system is the high corruption level. According to the research of O.Siusiailo, Ukraine is in the fourth, last stage of the corruption degradation of the society (Table 1). This stage is characterized by the institutionalization of corruption relations, their transformation from private interaction of economic agents into sustainable cultural patterns.

Table 1

Effective methods of preventing and fighting against corruption depending on the stage of corruption degradation of a society [10]

Stage	Characteristics	Effective methods of preventing and fighting
1	Inherent characteristics of power	Prohibitive, permanent (current anti-corruption legislation) methods of social engineering for government officials and institutions that control power
2	Dysfunction of the state as a social institution	Sharp minimization of officials' powers, management of standards and procedures Feedback by activating the social control function Openness and publicity of the government, cost control of government employees
3	State capture	Short-term prohibitive and repressive measures
4	Anomie of the society	Social engineering methods, formation of cultural patterns, impact on the mass consciousness, the power of personal example, external management

The main stakeholders of this project stage are consultants, experts, analysts acting on behalf of the investor.

The second stage: "laying the groundwork for a project". The readiness to perceive innovations is being activated, the environment is being prepared. The methods used are the search and evaluation of the efficiency of the key actors in the institutional environment; if necessary, the key actors are replaced and / or control / supervisory bodies over their activities are formed. Stage subjects: the team acting on behalf of the investor, and entities interested in the project.

The third stage: "project implementation". The main investments are made and the innovation project is implemented. Stage subject is a project team.

At this stage of development of corruption relations, not all the methods of minimizing corruption interactions can give equally high results. Thus, establishing anti-corruption bodies is almost unlikely to succeed. At the same time, the following methods have the greatest potential for the transformation of a social system: external management (effective in the short term), social engineering methods, methods of influencing the mass consciousness (aimed at achieving a long-term effect).

Transformation of informal institutions based on self-actualizing cultural patterns, such as culture and morality (with regard to economic interactions), is a complex and rather long running task.

Within the framework of the mechanism under consideration, the transformation of cultural patterns,

characterizing the interaction of the members of a social system as economic actors, is anticipated. These are the interactions which define methods of entrepreneurial innovation activities, relationships with competitors, suppliers and consumers, with regulatory authorities, as well as behavioral patterns of those agents that regulate these economic interactions (government employees).

In view of the foregoing, the following option of transforming informal institutions is suggested, which is implemented in the long term (the long-term scenario) (Fig. 4).

In the long-term aspect of its implementation, *the purpose of the mechanism of activation of readiness for innovations perception in Ukraine* will be the transformation of informal institutions from the current state (state A), characterized by a low level of implementing innovation activity, to state B, which consists in increasing the innovation activity level of the elements of the social system under consideration and forming constructive ways of their interaction (cooperation, fair competition).

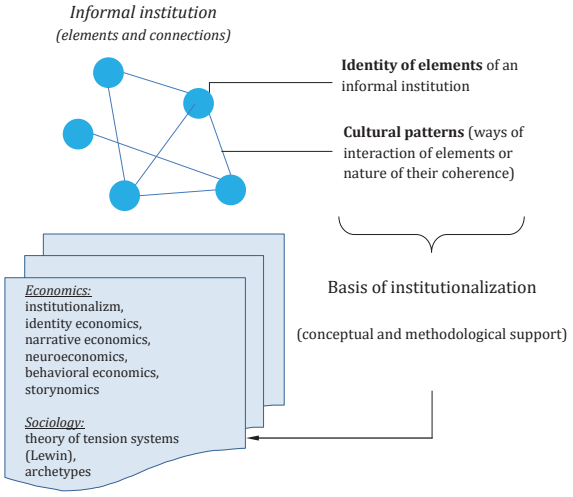

Fig. 4. ***The method of transforming informal institutions in the framework of the mechanism of activation of readiness for innovations perception. Long-term scenario***

Note: prepared by the author.

The inter-theoretical field of the proposed institutional transformation includes a number of conceptual provisions and methodological approaches presented in Table 2.

Table 2

Inter-theoretical field of the mechanism of activation of readiness for innovations perception (conceptual and methodological support)

Name	Authors	Characteristics
Institutionalism, institutional economics	North [19]	The school of economic theory that studies the evolution of social institutions, such as traditions, morality, law, family, public associations, the state, etc., and their influence on the formation of people's economic behavior
Identity economics	Akerlof, Kranton [13]	An identity facilitates the development of collective actions, increasing the motivation of economic agents to participate in community affairs. The development of an identity depends on the nature of institutions and the corresponding institutional processes which determine the motives and rationality of economic transactions
Narrative economics	Akerlof, Snower, Shiller [14; 15; 16]	Narrative is defined as “an easily expressed explanation of events”. Such explanations in narratives are made by people based upon their subjective understanding of the ongoing events, although they (explanations) can and do influence the actors’ behavior
Behavioral economics	Kahneman, Tversky, Thaler, Sunstein, Ariely [25; 26]	It studies the impact of social, cognitive and emotional factors on economic behavior, the economic decision making by individuals and institutions, and the effect of this influence on market variables (prices, profits, allocation of resources). The main object of study of behavioral economics is the rationality boundaries of economic agents
Neuroeconomics	Shiller, Glimcher [22]	It studies the decision-making process when choosing alternatives, risk sharing and remuneration. Neuroeconomics uses economic models to study the brain and the achievements of neuroscience to build economic models
Storynomics	McKee, Gerace [23]	It suggests to use storytelling methods in situations of information overload in mass communications
Theory of tension systems (K.Lewin)	Lewin [21], Ross, Nisbett [20]	Individual psyche, as well as collective formations (from informal social groups to entire nations) are considered as systems in a state of tension
Archetypes	Afonin, Donchenko et al. [17; 18]	It postulates the following statements: the mental and the social are inseparable; the mental (beliefs, passions, etc.) is the basis of the social (social structures, products, institutions, etc.) more often than it is commonly believed

Note: prepared by the author on the basis of [11–25].

The conceptual and methodological basis of institutionalization presented in Table 2, aims at: 1) the transformation of the identity of economic system elements, 2) the formation of sustainable cultural patterns that ensure their interaction.

Conclusions and perspectives of further research

1. The modern civilized world goes into operation mode, called the Fourth Industrial Revolution, where innovative activity determines the new positioning of national economies in the global division of labor.

2. An important factor of existence in the new global economic space is the formation of society's readiness for innovations perception.

3. Ukraine is in a state of insufficient readiness for innovations perception due to the destructive state of informal institutions. The behavior of economic agents and the regulator does not facilitate innovative activity.

4. We propose the mechanism of activation of readiness for innovations perception, which is implemented in the short-term and long-term scenarios. The first option guarantees investments in innovative projects in the "here and now" mode, and the second one is aimed at the long-term formation of an institutional environment that supports the innovative activity of economic agents.

5. The short-term scenario of implementing the mechanism of activation of readiness for innovations perception includes the following steps: probe of current conditions, laying the groundwork, project implementation.

6. The long-term scenario of implementing the mechanism of activation of readiness for innovations perception includes the use of a conceptual and methodological basis aimed at transforming informal institutions in order to create a new identity of economic agents and ways of their interaction that support innovative activity.

References

1. Akoff R.L (2007), Idealizirovannoye proyektirovaniye. Kak predotvratit' zavtrashniy krizis segodnya. [Idealized Design. How to prevent tomorrow's crisis today] – Dnepropetrovsk: Ukraine.
2. Shvab K. (2018), Tekhnologii chetvertoy promyshlennoy revolyutsii [Technologies of the fourth industrial revolution], Moscow, Russia.
3. Grubler A. (1996), Time for a Change: On the Pattern of Diffusion of Innovation, Daedalus.
4. Moiseyev N.N. (1990), Chelovek i noosfera [Man and noosphere], Moscow, Russia.
5. Grechko S.N. (2000), Evolyutsionnyy podkhod k upravleniyu proizvodstvennymi sistemami [Evolutionary approach to the management of production systems], Personal, Donetsk, Ukraine
6. The Global Competitiveness Report 2017–2018. (2018), World Economic Forum.
7. Larson Erik W., Gray Clifford F. (2011), Project management: the managerial process. NY: McGraw-Hill/ Irwin.
8. Index of Economic Freedom 2018. (1990), The Heritage Foundation.
9. Worldwide Governance Indicators, available at: http://info.worldbank.org/governance/wgi/index.aspx#reports (Accessed 14.11.2018).
10. Syusyaylo O.N. (2012), Stadii korruptsionnoy degradatsii obshchestva [Stages of corruption degradation of society]. Menedzher. Ukraine
11. Kutkovaya Ye.S. (2014). Narrativ v issledovanii identichnosti [Narrative in the study of identity]. Natsional'nyy psikhologicheskiy zhurnal, Ukraine

Список використаних джерел

1. Акофф Р. Л. Идеализированное проектирование. Как предотвратить завтрашний кризис сегодня / Р. Л. Акофф, Дж. Магидсон, Г. Дж. Эддисон. – Днепропетровск : Баланс Бизнес Букс, 2007. – 320 с.
2. Шваб К. Технологии четвертой промышленной революции / К. Шваб, Н. Дэвис. – М.: Эксмо, 2018. – 320 с.
3. Grubler A. Time for a Change: On the Pattern of Diffusion of Innovation / A. Grubler // Daedalus. – 1996. – № 1. – P. 19–42.
4. Моисеев Н. Н. Человек и ноосфера / Н. Н. Моисеев. – М. : Мир, 1990. – 351 с.
5. Гречко С. Н. Эволюционный подход к управлению производственными системами / С. Н. Гречко // Персонал. – 2000. – № 6. – С. 34–38.
6. The Global Competitiveness Report 2017–2018. – World Economic Forum, 2018.
7. Larson E. W. Project management: the managerial process / E. W. Larson, C. F. Gray. – NY : McGraw-Hill; Irwin, 2011. – 691 p.
8. Index of Economic Freedom 2018. – Washington DC : The Heritage Foundation, 2018. – 492 p.
9. Worldwide Governance Indicators [Electronic resource]. – Access mode: http://info.worldbank.org/governance/wgi/index.aspx#reports.
10. Сюсяйло О. Н. Стадии коррупционной деградации общества / О. Н. Сюсяйло // Менеджер. – 2012. – №3(61). – С. 45–50.
11. Кутковая Е. С. Нарратив в исследовании идентичности / Е. С. Кутковская // Национальный психологический журнал. – 2014. – № 4 (16). – С. 23–33.

12. Lekhtsiyer V.L. (2013). Narrativnyy povorot i aktual'nost' narrativnogo razuma [Narrative turn and relevance of the narrative mind]. Mezhdunarodnyy zhurnal issledovaniy kul'tury, Ukraine

13. Akerlof, G. and Kranton, R. (2010). Identity Economics: How Identities Shape Our Work, Wages, and Well-Being. Princeton, NJ: Princeton University Press.

14. Damodaran, A. (2017). Narrative and Numbers: The Value of Stories in Business. New York; Chichester, West Sussex: Columbia Business School Publishing.

15. Shiller, R.J. (2017). Narrative Economics // American Economic Review, 107(4), 967–1004.

16. Vol'chik V.I. (2017), Narrativnaya i institutsional'naya ekonomika [Narrative and institutional economics], Zhurnal institutsional'nykh issledovaniy, Ukraine

17. Chaban A. (2013), Arkhetipnyye i sotsiokul'turnyye osnovy korruptsionnogo povedeniya v ukrainskoy deystvitel'nosti [Archetypal and sociocultural bases of corrupt behavior in Ukrainian reality], Arkhetipika i gosudarstvennoye upravleniye: institutsional'nyye formy, mekhanizmy i praktiki: sbornik nauchnykh rabot pobediteley i luchshikh avtorov Pervogo mezhdunarodnogo konkursa molodykh uchenykh ; Kiyev, Ukraine

18. Omel'yanenko V. (2013), Upravleniye protsessami sozdaniya regional'noy ekosistemy innovatsiy s uchetom osobennostey institutsional'nykh arkhetipov [Management of the processes of creation of a regional ecosystem of innovations taking into account the features of institutional archetypes], Arkhetipika i gosudarstvennoye upravleniye: institutsional'nyye formy, mekhanizmy i praktiki: sbornik nauchnykh rabot pobediteley i luchshikh avtorov Pervogo mezhdunarodnogo konkursa molodykh uchenykh; Kiyev, Ukraine

19. Nort D. (1997), Instituty, institutsional'nyye izmeneniya i funktsionirovaniye ekonomiki / D.Nort [Institutions, institutional changes and the functioning of the economy], Fond ekonomicheskoy knigi “Nachala”

20. Nisbett R. (1999), Chelovek i situatsiya. Perspektivy sotsial'noy psikhologii [Man and the situation. Perspectives of social psychology], Aspekt-press

21. Levin K. (2000), Teoriya polya v sotsial'nykh naukakh [Field Theory in Social Sciences], Rech'

22. Glimcher P.W. (2010), Foundations of Neuroeconomic Analysis. Oxford University Press

23. Makki R. Dzherras R. (2019), Storinomika. Marketing, osnovannyy na istoriyakh, v postreklamnom mire [Storinomika. Marketing based on stories in the post-advertising world], Al'pina non-fikshn

24. The Global Innovation Index 2018: Energizing the World with Innovation. Cornell University, INSEAD, and the World Intellectual Property Organization

25. Taler R. (2017), Novaya povedencheskaya ekonomika. Pochemu lyudi narushayut pravila traditsionnoy ekonomiki i kak na etom zarabotat' [New behavioral economics. Why do people break the rules of the traditional economy and how to make money on it], Eksmo

12. Лехциер В. Л. Нарративный поворот и актуальность нарративного разума / В. Л. Лецихер // Международный журнал исследований культуры. – 2013. – №1(10). – С. 5–8.

13. Akerlof G. Identity Economics: How Identities Shape Our Work, Wages, and WellBeing / G. Akerlof, R. Kranton. – Princeton, NJ : Princeton University Press, 2010. - vi + 185 p.

14. Damodaran A. Narrative and Numbers: The Value of Stories in Business / A. Damodaran. – NY : Columbia Business School Publishing, 2017. – 296 p.

15. Shiller, R. J. Narrative Economics / R. J. Shiller // American Economic Review. – 2017. – N 107(4). – P. 967–1004.

16. Вольчик В. И. Нарративная и институциональная экономика / В. И. Вольчик // Журнал институциональных исследований. – 2017. – Т. 9. – № 4. – С. 132–143.

17. Чабан А. Архетипные и социокультурные основы коррупционного поведения в украинской действительности / А. Чабан // Архетипика и государственное управление: институциональные формы, механизмы и практики: сборник научных работ победителей и лучших авторов Первого международного конкурса молодых ученых ; Киев, 24 мая 2013 г. / под ред. Е. А. Афонина и Г. Л. Рябцева. – Киев : Психея, 2013. – С. 27–36.

18. Омельяненко В. Управление процессами создания региональной экосистемы инноваций с учетом особенностей институциональных архетипов / В. Омельяненко // Архетипика и государственное управление: институциональные формы, механизмы и практики: сборник научных работ победителей и лучших авторов Первого международного конкурса молодых ученых; Киев, 24 мая 2013 г. / под ред. Е. А. Афонина и Г. Л. Рябцева. – Киев : Психея, 2013. – С. 96–103.

19. Норт Д. Институты, институциональные изменения и функционирование экономики / Д. Норт. – М.: Фонд экономической книги “Начала”, 1997. – 180 с.

20. Нисбетт Р. Человек и ситуация. Перспективы социальной психологии : пер. с англ. / Р. Нисбетт, Л. Росс. – М. : Аспект-пресс, 1999. – 429 с.

21. Левин К. Теория поля в социальных науках / К. Левин ; [пер. Е. Сурпина]. – СПб. : Речь, 2000. – 368 с.

22. Glimcher P. W. Foundations of Neuroeconomic Analysis. – Oxford University Press, 2010. – 488 p.

23. Макки Р. Сториномика. Маркетинг, основанный на историях, в постреклампном мире : пер. с англ. / Р. Макки, Т. Джеррас. – М. : Альпина нон-фикшн, 2019. – 280 с.

24. The Global Innovation Index 2018: Energizing the World with Innovation. – Cornell University, INSEAD, and the World Intellectual Property Organization, 2018. – 429 p.

25. Талер Р. Новая поведенческая экономика. Почему люди нарушают правила традиционной экономики и как на этом заработать / Р. Талер. – М. : Эксмо, 2017. – 368 с.

26. Kaneman D. (2014), Dumay medlenno… Reshay bystro [Think slowly ... Decide quickly], AST

26. Канеман Д. Думай медленно… Решай быстро / Д. Канеман. – М. : АСТ, 2014. – 656 с.

Khadzhyradieva, Svitlana K.,
Doctor of Science in Public Administration, Chairman of Department of Public Administration and Public Service, National Academy for Public Administration under the President of Ukraine,
20, Anton Tsedyk St., Kyiv, 03057, Ukraine
Email: sententia.hsk@gmail.com
ORCID: 0000-0002-2256-2579
Hrechko, Tatyana K.,
Ph.D in Public Administration, Associate Professor of Department of Public Administration and Public Service, National Academy for Public Administration under the President of Ukraine,
20, Anton Tsedyk St., Kyiv, 03057, Ukraine
Email: grechkotatyana@gmail.com
ORCID: 0000-0001-5193-8347

Citation: Khadzhyradieva S. K., Hrechko T. K. (2019). Mekhanizm aktyvizatsiyi hotovnosti do spryynyattya innovatsiy v Ukrayini [The mechanism of activation of readiness for innovations perception in Ukraine]. *Bulletin of the NAPA, Series "Public Administration",* 1 (92), 39–46.

Article arrived: 17.01.2019

Accepted: 04.02.2019

Хаджирадєва Світлана Костянтинівна,
доктор наук з державного управління, професор, завідувач кафедри публічного управління та публічної служби,
Національна академія державного управління при Президентові України,
03057, Україна, м. Київ, вул. Антона Цедіка, 20
Гречко Тетяна Костянтинівна,
кандидат наук з державного управління, доцент кафедри публічного управління та публічної служби,
Національна академія державного управління при Президентові України,
03057, Україна, м. Київ, вул. Антона Цедіка, 20

Цитування: Хаджирадєва С. К. Механізм активізації готовності до сприйняття інновацій в Україні / С. К. Хаджирадєва, Т. К. Гречко // Вісн. НАДУ. Серія "Державне управління". – 2019. – № 1 (92). – С. 39–46.

Стаття надійшла: 17.01.2019

Схвалено до друку: 04.02.2019