

The Group-reflective Management of the Complicatedly Coordinated Organizations

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INTRODUCTION

In the period when organisation is developed one can observe the state of complicated co-ordination. This state makes it more difficult to enter innovations and reduces effectiveness of the organisation economic activity.

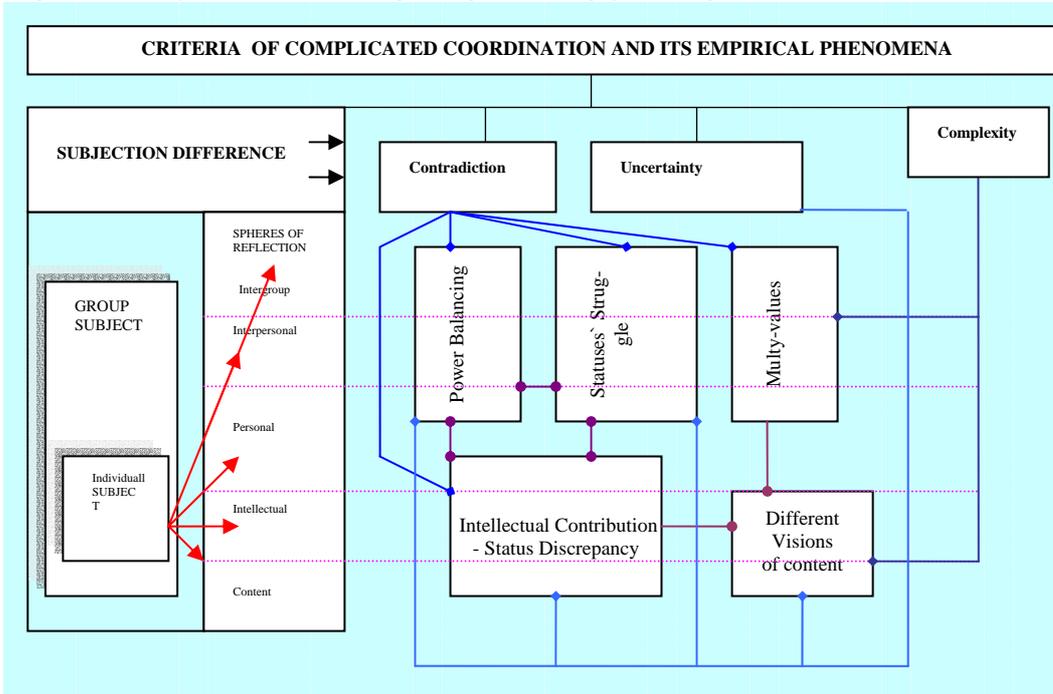
The purpose is to distinguish and formalize the criteria of complicated co-ordination by means of registration by psychological methods, to overcome the problem by intervention into management system.

The diagnostic potential of the qualitative methods and the Informed concerns was used for the qualification participants' agreement-understanding of a future event in terms of complicated co-ordination.

We used a method of the reflective training and practical work (RTPW) as a system of workshops for top-managers, executive managers and leading staff representatives (the authoritative agents).

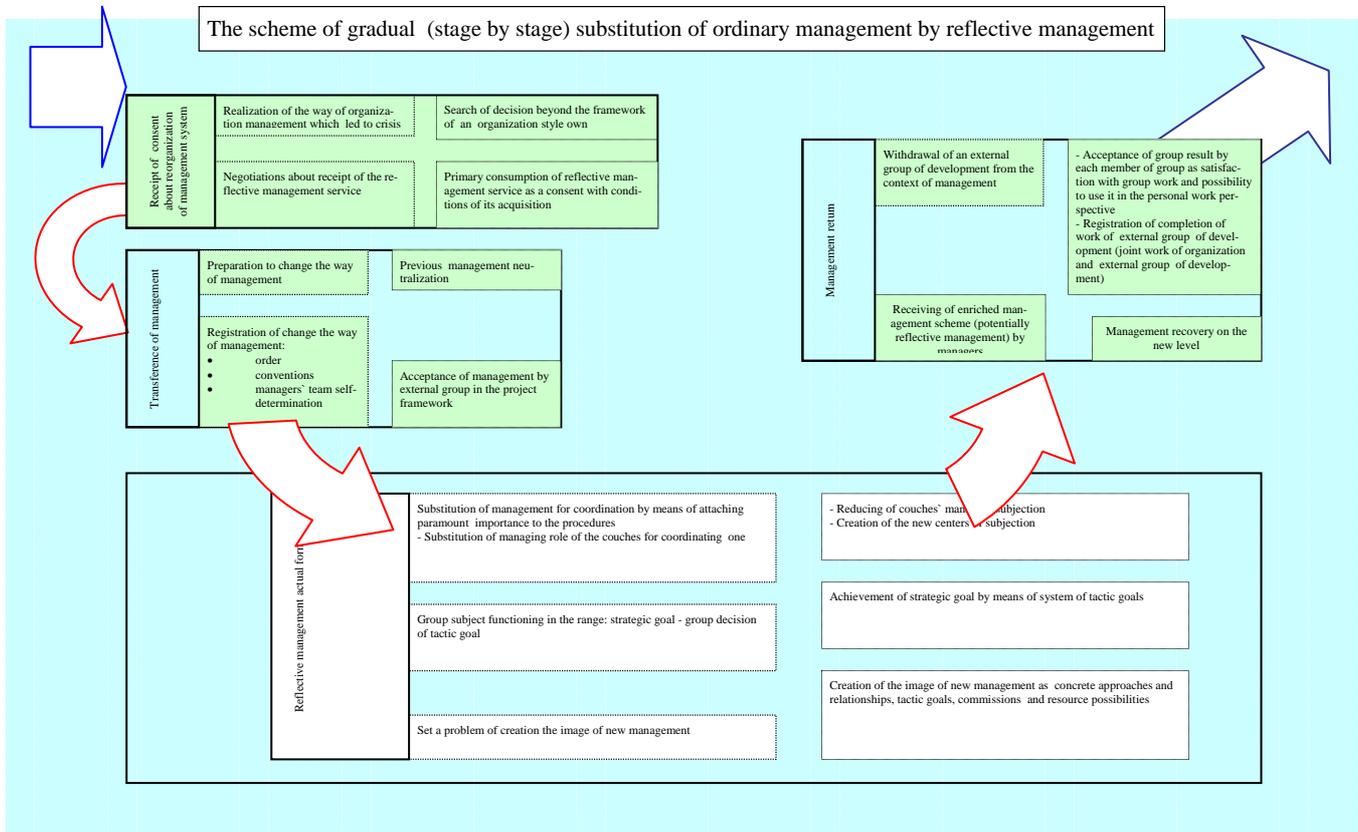
PROBLEM IS COMPLICATED COORDINATION IN ORGANISATION

The complicated coordination is a consequence of a complexity and is one of psychological characteristics involved in the joint creative process. On the other hand it is possible to consider complicated co-ordination as complexity and difficulty of joint thinking process and decision making process. It is a characteristic feature of the intensive development stage in the organization, being both positively and negatively directed. The conception of group reflection as an integrator of the intellectual, personal and group reflection of interaction, mutual understanding and concordance (M. Naydonov, 199–2003) is a theoretical background for organizational events in group-reflective management.



SOLUTION IS REFLECTIVE MANAGEMENT IN ORGANISATION

The research of the methodological effectiveness of the reflective training and practical work (RTPW) for the creation of the group-reflective management system was practically carried out in 120 organizations with the total number of more than 8 thousands participants. The basic profile of these organisations is commercial and industrial business-process. Change of owners, merging, essential structural changes proceeding from the need of a new business strategy as a key way is the cause of intensive organisational changes. The scheme below demonstrates the stages of transformation of organisational management into reflective management allowing to overcome complicated co-ordination in the organisation.



CONCLUSION

The main sense of the reflective management stages is the over-structuring the centers of subjectivity and training of ability to make coalitions for the following group subjects foundation.

During the reflective training and practical work (RTPW) an organisation gets an impulse and instruments (the speech formats) of the development of organisational culture as a significant part of the group-reflective management system. Group-reflective management accomplishes as the interests concordance in the organisation, as the amalgamation and co-ordination of the organisational sub-cultures of different group subjects. The crisis period in an organization life and the complicated coordination were overcome in terms of the interests coordination through the values comprehension, new senses creation, a new strategy development, as criteria to overcome of complicated co-ordination.

