

STAFF'S REFLEXIVE PRE-ADAPTATION TO CHANGES CAUSED BY MERGER

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STAFF'S REFLEXIVE PRE-ADAPTATION TO CHANGES CAUSED BY MERGER :1

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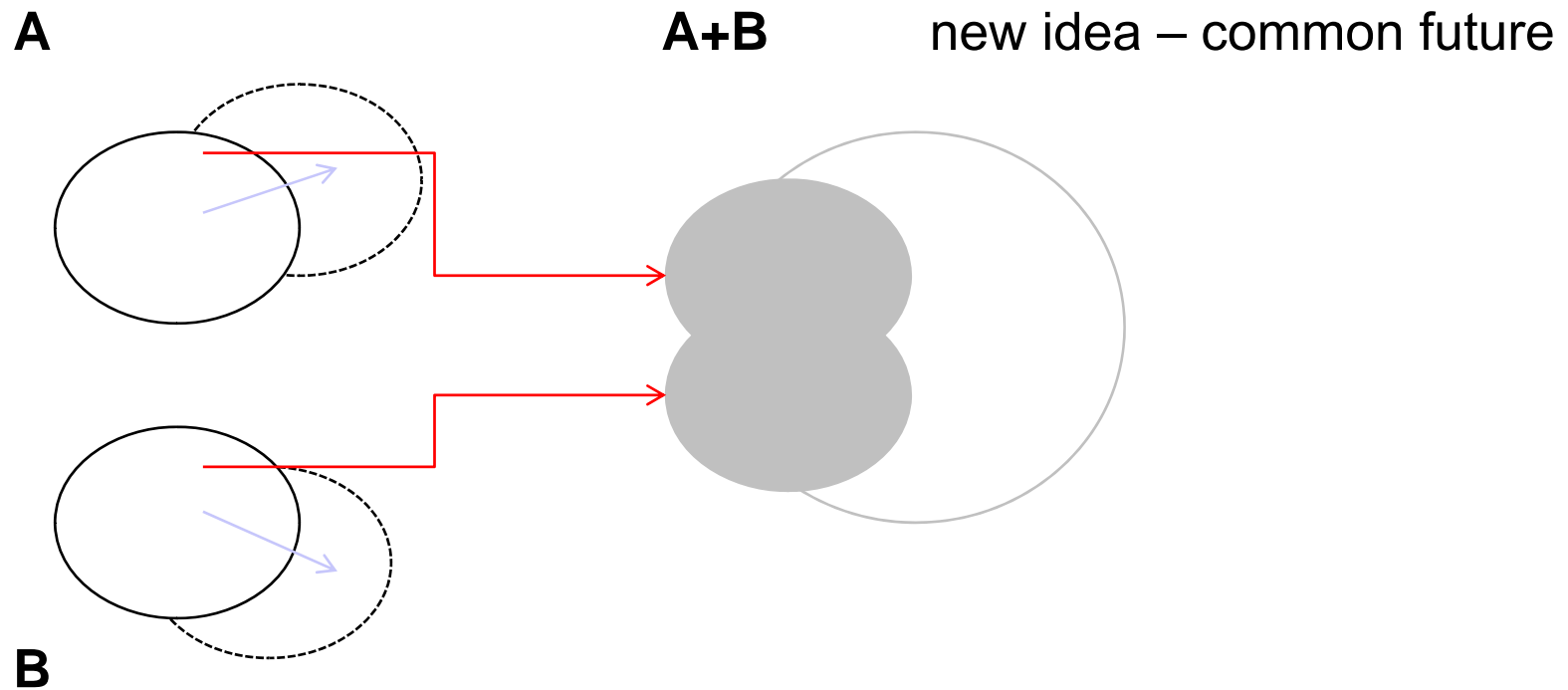
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- Merger is the situation which need staff's pre-adaptation to changes
 - In the new company personnel composition
 - In the org.communication network
 - In the organizational identification
 - In the organization culture ideas and norms
 - In the reflexive processes which are involved in organizational environment future constructing

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- Pre-adaptation is basing on the conception of readiness for a social action (*B. Parygin, 2001*), which includes both:
 - the formation by individual a **setting for entering** the changed social environment,
 - his ability for maximal insertion into **communicative activity** (the abilities to overcome previous behavioural stereotypes, to make decisions in unusual situations, to reach the purpose of communication effectively etc).
- The way is to create the reflexive environment in merger situation for new personal enduring identification and organisational culture changing
- Project of reflective promotion of human and organizational after merger vitality

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- **Structure of group-reflective process**
 - Intellectual reflection on the task processing and results correcting in the situation
 - Personality reflection on self state, values and other grounds of future choice and actions
 - Interpersonal and inter-group reflection
 - Mutual understanding /comprehension of self and our identification
 - Mutual interaction /creation of common instruments, symbols and norms
 - Mutual concordance /coordination of the interests and common future

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- Reflexive model of pre-adaptation describes three strategies helping to create the reflexive environment for promotion after-merger vitality:
 - **Interaction strategy** (by means of distribution of intellectual reflection functions through organization of procedural aspects of reflection),
 - **Mutual comprehension strategy** (favourable conditions for functioning of personal reflection represented in I-conception presentation, in analysis and re-comprehension of problem and contradiction),
 - **Mutual coordination strategy** (overcoming of interpersonal masking and providing personification of problem, interests and relationships clarification, conflict control and compatibility regulation).

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- Project of promotion of human and organizational vitality after merger /stages/:
 - 1 – innovative
 - 2 – competition in central office
 - 3 – competition in 8 regional offices
- The main vitality idea was the growth of personal professional capital (include reflective capital) in new situation for all participants.
- The main instrumental value is the reflexive environment creation for personal growth as former companies last investigation into the personnel.

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- As a reflexive culture realization the merging process is proposed to be considered not as an aspect of crisis, difficulties and discomfort but as a stage of business and its carriers' development not only in objective but also in subjective extend independently from the perspective authenticity to stay a staff-member of a newly created organization after the merger or to use the career development ability through the competitiveness at the free labour market.
- You all are fired! It is really competition. Build your carrier. Made application on vacation and response for it in the process of rating competition. Procedures of the Project will give you the equal possibilities and personal feedback on each stage and task. This is the reach feed back development environment /reflective environment.
- Special innovative training for top-managers are conducted for assessment criteria creating and experts getting the personal experience as participants.

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- Illustrating of the Project ideas

/fragments of Administrative Memorandum/:

- The intention of the given project of the "competition" type has the purpose to meet the requirements of each member of the staff within the qualitative personnel decisions concerning vacant positions taking according to the new staff list in the context of two companies' merger. In this connection, a significance of taken decisions' quality is their transparency, objectiveness, criteria clarity and respect.
- The task of selecting the candidates for the positions of the new staff list whose quantity is less than it was in two parent companies is the task of not only providing a new business structure with effective human resources but the task of considering people's feeling, former companies' values manifestation as declarations or the real values as well.
- That is why the given project proposes not a staff's selection task solution but to solve the task of creation of competencies senses which are enough for both to be together, and to be separately. The primary task of the competition is proposed to consider not a choice but each project participant's preparedness for 100% effective competitiveness at the free outside labour market.

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- Structure of Project procedures (2&3 stages):
 - 6 rating groups with inner participants personal rating
 - Rating changed after each task complete and evaluation: first two high rating person moved to higher rating group, last – to lower group.
 - Evaluation (on the base of proposed and came to agreement criteria) was 360°: by expert, by group, by self, by reflexive trainer
 - The teaching exercises taking place at the two day's training
 - beginning (2, 5 hours) which are directed to both separate actions and the action system upgrading, create a common for all experts basis of estimation. The task program was interactive and possible adding by experts and trainers.
 - Additional exercises in the training (one hour together with a trainer, 1,5 hours of independent work in the evening and 0,5 hours together with a trainer in the next morning) gives a systematic character to mastering the experts' activity at training. Top-managers are the experts.
 - Experts (incl. top managers) made the staff decision on the base the rating results.

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Pre-adaptation strategies

- **Interaction strategy** was realized in the respect to participants' intellectual adequacy in assessment which guarantee justice and participative involvement in positive merger future construction,
- **Mutual comprehension strategy** was realized in promotion of the idea of personal capital which may be reach by comparison with other in the competition,
- **Mutual coordination strategy** was realized in the inter-and intra- group resource relations which was moderate from hard competition (in high rating groups) to support relation (in low rating groups).

This three strategies are based on the different aspects of group reflection and are used in composition.

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- **Result of the pre-adaptation strategies using**
 - reduce the uncertainty of the merger situation,
 - lowering the opposition to entering into the merger situation,
 - support the coping processes during selection and dismissing,
 - activate the self-developing processes,
 - demonstrate and acceptance the new norms of communication and decision making as elements of the future organization culture.



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- Thank you for attention!