



Symposium S.Fr1.D:0

## **Reflexive Management System of Merger**

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Purpose of the symposium is to describe the case study in which the technology of creating the reflexive management (government) system in the situation of two companies' merger is realized. Merger is the model of complicated coordination situation. Theory of group reflection in accordance with the principle of the group subject contour in event is the base for the technology. It can be defined as the social-psychological theory of meta-cognition. Theoretical pre-conditions are the theory of complex responsive processes of relating (R. Stacey, 2003) and the conception of conflicting structures reflexive management (V. Lefebvre, 2000). The technology of creating the reflexive management system provides for promote the environment for reflection which is intensified by the arrangement of coalitions and is managed by the change of their trajectories. Group reflection is provided by a procedure complex by means of which the variation of feature of the organization as a whole is designed.

Two companies which are competitive leaders of the mineral waters distribution market - IDS (TM Myrgorodska) and Nova (TM Morshinska) – was merger in October 2004. Mergered company is IDS-group. Reflexive management system is provided by the Institute of reflective investigation and specialization, during the period of October 2004 – August 2005. Sustainable work included the following modules: psychological contract with the top-managers team, creation the reflexive pre-adaptation conception of personnel management for merger, training practical work for personnel dismissing “competition” for central and regional units of companies' distributing system. This technology can be recommended for psychological providing vitality of a mergered organization.



Symposium S.Fr1.D:1

## **Psychological Contract with Company Top-Managers Team Before a Merger**

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**Purpose:** to expose the reflexive technology of creating psychological pre-conditions of organizational merger realization. The investigation was carried out as a case study of the process of merger of two leaders at the Ukrainian market of mineral water. Theoretical background of creating the technology of signing a psychological contract is a conception of the group reflection (M. Naydonov, 1989). Here is proposed the technology of reflexive training and practical work which was held with top-managers from one of the merger companies as the first stage of a large-scale project providing the organizational merger. The purpose of this stage was a psychological contract about organizational and personal development in a new situation which includes re-comprehension of perspectives of the organization development in merger context and group self-evaluation psychological readiness for support and realization these perspectives, the explication of essence stereotypes, fears, participants' values, breaking a value of the naive identification with "native" company, acquisition of higher-level meta-values (of uncertainty, creativity etc.).

**Results:** 1. establishment of a psychological contract with top-managers leads to a growth of creative activity of the group and generation of an idea and principals of personnel merger as a public competition.

**Conclusion:** Psychological contract is recommended for organization top-managers teams for providing vitality of a post-merger organization.



Symposium S.Fr1.D:2

## **Emotional Coping Strategies and Models of Interpersonal Relationships at Rating Procedures of Personnel Selection at a Merger Organization**

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Purpose: to discover emotional coping strategy and models of interpersonal relationships which can be revealed in situations of multilevel rating competition for job vacancies at a merger organization. Rating competition for merger organization's job vacancies is characterized by the three-level emotional pressure: intergroup – hard competitiveness between companies before a merger, interpersonal – the competitiveness for a vacancy of a merger company, internal personal – participants' ability to cope with stress at competition on their way to victory. Accordingly special organized procedures of open communication between experts and candidates, in order to win they must control their emotional strain and discover effective means of communication which can help to save a personal integrity, to show a professional competence, to adjust constructive relationships (in interaction, mutual comprehension and mutual coordination) with feature colleagues and, finally, to win. The criteria of rating competition selection were transparent, understandable, intelligible and obligatory for everybody (experts and participants). Basing on the way of stress coping and productive models of interpersonal relationships acquisition participants (N=240) can be divided on 6 groups: quickly cope – 35%, slowly cope - 50%, hardly cope – 15% (problem-solving strategy), maintain low-rating competition - 7%, lost competition and take self-assessment group recurs – 5% (self-developing strategy), emotional reaction with ineffective self-control – 3% (avoid strategy). Indicators of coping strategies at rating procedures can be implemented in personal selection.



Symposium S.Fr1.D:3

## **Staff's Reflexive Pre-adaptation to Changes Caused by Merger**

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Purpose: to represent the model of staff's pre-adaptation to organizational changes caused by merger basing on the reflexive workshop "competition".

We were basing on the conception of readiness for a social action (B. Parygin), which includes both the formation by individual a setting for entering the changed social environment and 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). Adaptation problem initialized by merger must include the change of organizational identity and reflexive processes which are involved in feature constructing.

Reflexive model of pre-adaptation describes three strategies helping to create the reflexive environment: 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 disputeness), Mutual coordination strategy (overcoming of interpersonal masking and providing personification of disputeness, interests and relationships clarification, conflict control and compatibility regulation).

The given pre-adaptation model was approved in the situation of two Ukrainian market leaders' merger. The model was put at the basis of the reflexive training and practical work in workshop "competition" providing preparedness of top-managers from two companies for the merger. The reflexive pre-adaptation model showed a high effectiveness and it can be used for sustainable work in merger context.



Symposium S.Fr1.D:4

## **Reconstruction of Competition and Cooperation Settings in Procedures of Personnel Dismissing Caused by Company Merger**

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It is presentation of procedures of the reflexive training and practical work “competition” (RTPW-c) for reconstruction of unproductive cooperation and competition attitudes at merger. Theoretical background is a theory of the group reflection (Naydonov M., 1989), RTPW-c technology (Naydonov M., Naydonova L., Grigorovska L., 1991). There was investigated the personnel merger dismissing through RTPW-c procedures. Stereotypes: unproductive competition (caused by previous settings of cruel opposition between the two market leading companies), unproductive cooperation (consolidation as community of former employees). For its reconstruction two types of procedures were proposed in RTPW-c: values introduction (the competition as a reflexive environment of mutual investments; the development of organization and individual stability at merger; the increase of personal and professional capital), organization of activity (by means of creating special rating groups in which transparent criteria and feedback between participants and experts were provided). The main procedure was experts' (sometimes with trainer's or participants') rating assessment by everyone in relation to each others at all competition stages. Experts were specially prepared and supported during the RTPW-c. It was fixed the brake of stereotypes of unproductive cooperation in the rating system which was realized through in-group competitiveness: in the high rating groups by consolidation with purpose of the new organization vitality; in low rating groups – with purpose of their personal vitality at job market. The system of procedures helps to reconstruct effectively the competition and cooperation stereotypes. RTPW-c can be suggested for the rise of organizational and personal vitality during mergers.