

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 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.