SYSTEM of COMPLEX ACTIONS (SCA) FOR ACTIVIZATION of an ENTERPRISE BUSINESS BY MEANS OF REFLECTIVE GROUP of DEVELOPMENT
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Abstract. Information is provided in the form of a poster and a guide on electronic media while sending the site. The system of measures for implementation of group-reflexive theory is revealed through the link of an act of intervention with theory [20].

Keywords: business development in a psychological project; external impulse for development of an organization; system of complex actions (SCA); reflective group of development; external group of development; methods of development of reflexivity; training-practical workshop, reflective interview; group reflection; carrier of group reflection; procedures of reflection

Subject of the report is presentation of the data on satisfaction of the customer, participants of transformations and about the participants' awareness of technological means of changes as the factor of acceptance of a role of external reflective group.

Development of business

Type of the project, which name is in the heading, as the consulting product represents directions of transformations in a company **which need for an external impulse for development.**

SCA - the general description
SCA for activation of business is developed to ensure the implementation of administrative technologies in the organization.
Two variants are proposed:
SCA - *initial* when there is a group of competent carriers of new administrative technology in the organization, but there is a deficiency of resources (time, followers) for its implementation.

SCA - *expanded* when the new technology is offered to the organization (sometimes, together with its carrier given an employment) and process of its implementation is provided.

SCA as the mechanism of influence:
Due to a cycle of specially organized events (trainings - practical works) the additional motivation for participants and environment [11] for intelligent acceptance of new technology is created. Enables due to modeling in shorter terms to show the relation to the in-

troduction, to give arguments to members of the organization for personal self-determinations on, for

- To be a developer either the carrier or the user of HR technology introduced in the organizational culture,
- To show possible resistance, enabling leaders - trainers to define a character of resistance, its sources and to develop forms of overcoming
- In addition - to carry out an internal examination of technology on a subject

Structure of the project - is a modular principle

The project contains independent modules of research, consulting and mixed type. Modules of mixed type, which main feature is a parallel realization of diagnostic and developing procedures, prevail.

The purposes of the project:

1. Increase of efficiency of business through the increase of an efficient management of human resources;
2. To get the most exact estimated information on ability of employees to be carriers and executors of the idea of an active, offensive business, the idea of the uniform corporate culture acting as the factor of duly decisions on realized strategy of human resources development.

EXAMPLE of the SCA IRIS Project

The present Project most generally reflects *vision* of expedient directions of transformations to **the companies**. The project is called to make a research and the resolution of problems, rising in a big and territorially distributed organization having the especial system of relations and tradition, at a stage of necessity of changes.   the necessity of changes is dictated by requirements of investments efficiency increase, transition to new forms of corporate management, injection of new significant subjects with their plans, influence of market condition, competitive and macroeconomic conditions.

The task of the Project is, that by system of impulses to create in the company a *dynamic Superstructure* above available system of organizational culture. It would allow to comprehend and transform existing traditions in a new context of requirements so that to cultivate the effective self-developing system of traditions. To the big organizations are characteristic myths behind the traditions, as mechanisms of interaction, characteristic for the big numbers of people. Changes in the organization demand a change of myths which may not be reconstructed by a direct "manual" management by virtue of non-expediency of the big expenses of resources for duplicating changes in all substructures of the organization. The system of impulses including the further self-change is necessary for the change of myths.

The dynamic superstructure is created and functions in a cycle of the actions having following general declared *purposes*:

1) **Increase of efficiency of business** through the increase of the efficiency of human resources management;
2) Constructive change of the relation of employees of the company for changed (changing) conditions of business, mobilization of the idea and people for **maintenance of innovations**;
3) **Getting the most exact estimated information** on ability of employees to be carriers and executors of the idea of active, offensive business, the idea of the uniform corpo-

rate culture acting as the factor **of timeliness of decisions** on realized strategy of development of human resources of the company in all directions of rotation of the personnel [3; 19].

The mainstream of transformation of human resources, within the framework of which the project for employees operates, should become the change of quality of granting of service and marketing strategy of the company as a whole from positions and functions of each workplace in the company.

The basic object of transformation during the Project is the organizational culture of the company in unity of regional subcultures of branches. Norms of interaction, tradition of the organization, corporate myths are included in organizational culture. Transformations of organizational culture and an industrial climate go on preservation of continuity and maintenance of management with the process of creation of a new corporate traditions. Traditions, having the big inertness, may not be simply cancelled. Traditions demand a purification - when inside tradition there is a strengthening of existing elements, their accentuation, displacement of accents from not constructive elements and by that perfection. Purification of old traditions and their associations with new ones are necessary for maintenance of process of change in people - the carriers of tradition. During the Project there is an allocation of carriers as against users of traditions, and impulses of influences go on these people. So working force of traditions is kept, there is their strengthening and change in view of an optimum ratio of expenses for change and result. People of the company (the person and group), apprehending an impulse of influences, become carriers of the further changes, capable to broadcast the idea of innovations in wider environment of the company.

The basic means of transformations is a complex of actions which makes impulses of influences on key figures of carriers (referents) of organizational culture. The main feature of actions is that due to work of a group of trainers inside the action the reflective analysis of an event is made in view of all contexts (including some beyond the separate action): points of the application of efforts are defined, processes in organizational culture determined, the forecast and methodology of influence is constructed, models and means of achievement of necessary personal and mass effects are designed. Inside the action mobilization of individual means of the further translation of ideas are developed for the further changes with effects of participation and readiness. Attraction to actions of different, but not casual participants enables mutual influence (enrichment or purification) on persons, groups, departments, substructures. Thus, **the scheme of transformations** assumes presence **of "Source", "Receiver",** and **"Converter".** "Source" is the IRIS making impulses in compliance with a task and a feedback from the process. "Receiver" is simultaneously both all audience and its leaders (including customers). "Converter" are administratively - organizational - information actions and the statutory acts produced by leaders of changes together with the IRIS.

The present Project is realization **of the modular approach** to development of business. Similarly to the restaurant menu with a choice of dishes for satisfaction of a need of the client - in the Project the choice of various modules and formation of a various configuration of the order is possible. The choice of the module is made on the basis of relevance of the appropriate direction of transformations to the companies in the given period. There may be one module, or some. The sequence of execution of modules also is determined by a relevance - it is unique for the company (creation of corporate film, a telecast, a research infrastructure, a corporate club etc. etc.) . Modules have relative autono-

my, an opportunity of their logic association. The configuration may be typed from the modules offered below, may be developed in a search and creation of special modules. Inside the configuration there is calculated actions for creation of a sufficient impulses for necessary and sufficient number of people, the stage-by-stage plan of a performance is made. Accordingly time of realization of the Project may be various - starting from two weeks till about one year depending on the scale of innovations and scope of the personnel of the company.

The generalized character of offers of the given Project according to a scale plan is offered for a year cycle in structure **of eight modules:**

I.	Innovational reflective training - practical work [15].
II.	Evaluative-monitoring (system of a through estimation of the personnel) [12; 19]
III.	Documenting (updating) of the culture as a philosophy of the enterprise [21]
IV.	External - internal competition [2; 22].
V.	Technology of active sale of a service (idea) as competitive difference of business and the standard of development of internal sales at the enterprise [5].
VI.	Management of sales of service [7].
VII.	Groups of development [21].
VIII.	Training of the manager of the personnel [1; 3; 17; 19].

Each of listed modules allows to resolve a local task within the framework of a direction, bringing the decision of a practical task of the company (or divisions) and **to place system of impulse influence on organizational culture as a whole**. Through "Converter" each module may be unwrapped in the separate Project [23], the Specification of works and is incorporated into the general stage-by-stage Plan of works with registration of the appropriate documents. The module may carry out function of a single impulse of the given type or system of pulses. "Converter" provides development of a pulse " in a format of economic activities" [8].

Definition of concept *Group reflection*

Group reflection - system of highly organized mental reflection [16; 14]. The carrier of a group reflection is the individual or group subject [6]. **On the part of the result** it is characterized by a degree of subjective or objective novelty of the received intellectual product, and also depth of the work-over of given product. **On the part of process** it is characterized by volume of channels of reflection, speed of processing of the information, and also amount and a level of reconsiderings of stereotyped knowledge or experience. The essence constructs of organization of reflection are acts of a reconsidering - repeated reflection with development.

Acts of a group reflection of the individual are carried out:

- As at the member of group included in group
- As the independent individual thinking of himself as a member of group
- As the relatively independent from membership in group individual which reflective acts were transformed to the curtailed reflective acts with traces of group acts.

What for the reflection in organizational culture is necessary?

1. For increase of efficiency in creativity of group and individuals
2. Avoiding of failures
3. Optimum passage of crises
4. Self-control in a situation of a creative failure

THE BASIC METHODS of the organization development of meta-reflectivity of the subject in SCA are: a meta-reflective training - practical work, a meta-reflective interview.

The general description of a meta-reflective training - practical work

A meta-reflective training - practical work - is the form of group work of the reflective psychologist (or the professional having a reflective specialization) in the structure of a group of the same professionals. So, the group of trainers works with the group of participants (recipients).

All participants and trainers are incorporated by in writing form made agreement on use of the uniform rules (1-st side of the agreement is the main trainer, the second one is a participant) [24].

The big group is divided into subgroups, with a subgroup the minimum one trainer works. Groups are incorporated by a general aim. Each group has the specific purpose. The group of trainers conducts work on the common script at the total account of all events which occur in various groups. In subgroups trainers make the account of development of events: 3-intermediate per day and one general. Duration of a training - practical work - from one to about 10 days. A way of interaction of participants in a group may be a cooperation or a competition. The composition of subgroups may vary [4]. Change of structure of groups has a predicted character and according to theoretical classification of variants provides the certain development of substantial process.

The main specific difference of a training - practical work is, that participants work with a burning problem and have the status of the co-author

The structure of the common big group has a modeling character. The prediction about inclusion in group of the certain persons may give **addition** of ideas, relations, visions. The prediction about inclusion in group of the other persons may provide **a resonance** of ideas, relations, visions.

Leading roles of the trainer is a maintenance (assistance, facilitation) to progress of the substance. Maintenance of the correct form of idea. Observation of meta-reflective attributes. Attributes of meta-reflectivity or stereotype of behavior (speech, emotional, interactions) are theoretically submitted to each trainer as a final continuum. Special group-reflective preparation of trainers allows to operate with two plans of a reality: actual interaction with a group and the internal plan of the analysis of phenomena of stereotype - reflexivity.

This phenomena is the base for modification in efficiency of the process of group creativity. Well-thought out exhaustive composition of procedures facilitates, automates work of public character.

So, reflective/stereotypical attributes are:

- Correspondence of the result of procedure to its purpose;
- Acts of behavior of participants which allocate them as carriers of the progressive substance and the form of work;
- Acts of behavior of participants which allocate them as carriers of regressive forms of

work.

The registered attributes determine actions of the trainer:

- Transition to the next procedure, in case of success of the previous one;
- Selection of a more adequate procedure, in a case of insuccess of the previous one;
- Encouragement of carriers of the progressive forms of work;
- Cutting off of the regressive forms of work;
- Foundation and realization of scripts of start of the meta-reflective mechanism, for example: fixation of events which will take place in the near future; connection of events which were predicted by the trainer and, nevertheless, appeared unexpected for participants.

The main positive effect of a training of a practical work is reception of new vision of participants and groups as a whole on a subject, on relations, on the self-relation.

The main global manual of a training - practicum is a special (group-reflexive-conceptual) form of the idea, mutual relation in which participants are involved inevitably. For the stipulated term of a training, this externally unwrapped form of the idea becomes a way of thinking by means of the external group of trainers. The effective way gives effective result.

The system of training-practical works or system of training-practical works and other reflective actions, allows the participant to accept the external form of a correct idea as internal one and to be independent.

The structure of influences has a modular principle. Formation of the project - is the result of a formulation of the order for change of organizational cultures also may be submitted through a fragment of the project.

TRAINING-PRACTICAL WORK (DIFFERENCE FROM A SIMPLE TRAINING)

The basis	Training - practical work	Training
Scale	Development of organizational culture as a whole	Development of a person or a team
Orientation	Comprehension of problems - in a set of the real contexts available in the organization. Self-regulation of the group and the person in the group	Skills, means, awareness
Material	All problem field as it is submitted in consciousness of participants of the problems decision in the given organization	The imitation of a problem convenient for educational purposes
Procedures	Are determined by a team of leaders - trainers according to the reflection of a development of events	Are initially planned and ordered
Participants	Are completed on the basis of basic overlapping of various functions, representatives of various departments	Are completed specially - on similarity of carried out functions

META-REFLECTIVE INTERVIEW

The basis	Meta-reflective interview	Traditional interview

Orientation	Creation of conditions for self-determination of the person in the given circumstances	Finding - out of the information on the person
The form	The conclusion of the agreement (inform consent) about the subsequent events	Interrogation
Zone of the responsibility of the interviewee	The responsibility for correspondence to own self-determination	The responsibility for truthfulness of the given information

History of development of a method
of a meta-reflection management in our research

In a practical work there is a management of a the meta-reflection, allowing to make the creativity of group active.

The method of management is developed by an analogy to a training of reflective mechanisms at the decision of a complex of creative tasks [9].

Analogue is a studying of a process of creativity in laboratory conditions.

A) Restriction Features of analogue

1) In case of the decision by a group of the creative task given in a textual kind, semantic statements are defined by a process of elimination from the report of speech of all statements, derivative of the text of a task (that is substantial ones).

2) Efficiency of the decision of a task may be determined proceeding from created beforehand "norm" of the decision of the task, which is taking into account a variety of probable variants of answers and amount of stereotypes overcoming, specified by a task, for getting this or that answer.

3) Using criteria of allocation meta-reflective functions and ways of an estimation of efficiency, the experimenter operatively may influence the examinees, in appropriate to their actual condition way. Influencing on meta-reflective mechanisms, non interfering in substantial process of the decision of a task, the experimenter may render significant influence on increase of efficiency of creativity of group.

4) Procedures of the organization of the joint activity, promoting increase of efficiency of group, are developed. These procedures are directed on the organization of conditions for realization of a meta-reflection - through introduction of rules of behavior and the description of reflective operations (acts), duly fulfilment of which raises the efficiency.

B) Problems of a method arising in connection with the features: the way of maintenance of timeliness of influence

1) At the decision of a vital problem "norm" beforehand may not be created, as it is possible for a textual task. Besides in absence of the text of the formulated problem, in absence of precise borders of the description of a problem, a principle of allocation of semantic statements (on the basis of exception of substantial ones) should be brought to doubt. Not having criteria of an estimation of statements - as far as they concern to a considered problem, how we may allocate them for to exclude them and to define the semantic statements which are carrying out reflective functions?

2) Similar difficulties arise concerning an estimation of efficiency of creative process in absence of "norm" - numbers of possible variants of answers with known psychological labor inputs to everyone.

3) That at the decision of a vital task in due time it was possible to influence, it is necessary to diagnose operatively the current process and determining reflective acts. It is required a development of the other principle of allocation of reflective process, other factors stabilizing a situation of uncertainty of creativity at the decision of vital problems instead of the text of a task (the specifying substance) and norms of a task (specifying a number of answers).

4) Duly application of reflective procedures without operative diagnostics of reflective process within the framework of former strategy of influence on creative process, - is impossible.

Way of development of a method of management of a meta-reflection from a training - to a practical work

It is necessary to develop the other principle of a parity of meta-reflective procedures and the rmeta-elective process, which is carried out by participants of the joint creative decision of a vital problem.

In a basis of transformation of a method of reconstruction and management of meta-reflective process are features of a component "the interaction" allocated at a stage of laboratory research.

Detail components see. [19]
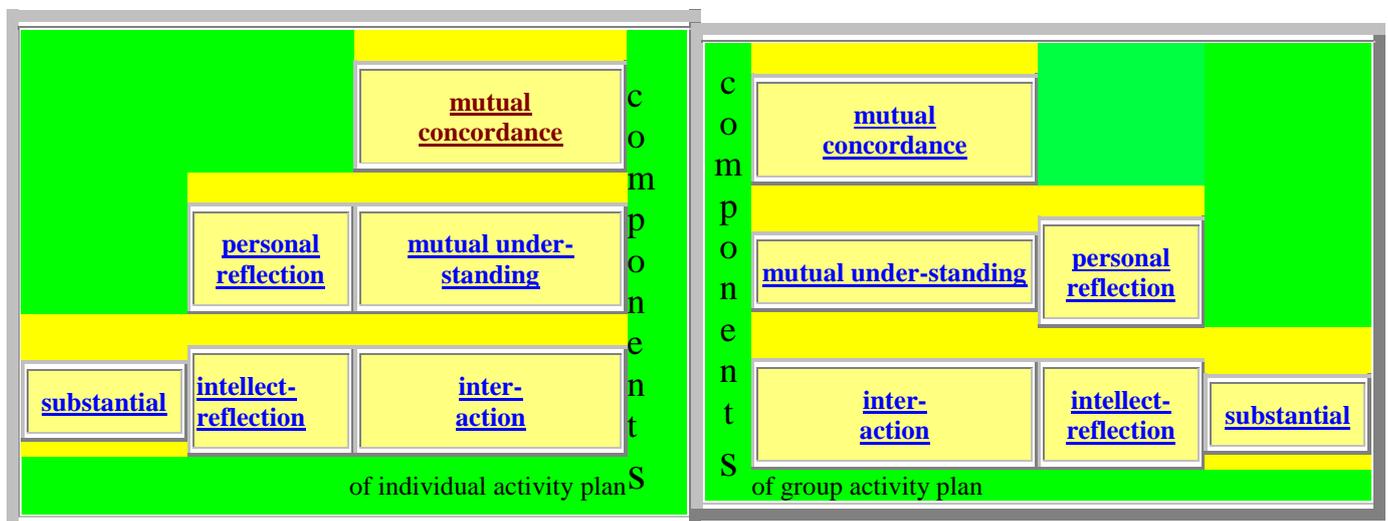
The feature of a component of interaction - a basis of creation of procedures

The component of interaction has a dual nature: during transformation of management by interaction into a separate task, a component of interaction is submitted as the substance. At the same time, this comprehended substance concerns the person, its conditions and self-definitions, by virtue of it there is also a semantic side of a component of interaction. In laboratory experiment the personal component was curtailed, at the decision of a vital problem in open contexts - it is unwrapped, plural.

The judgement of interaction which is built on above behavior of persons, results in formation by participants of the certain procedures of interaction which in turn allow more or less to unwrap reflective process.

Procedures of a reflection - is a basis of diagnostics of reflective process

Procedures of such construction of interaction were developed, which stimulate this or that reflective act, promoting deployment of reflective process of the certain level of integrity and a kind. Thus the procedures having criterion of fulfillment, become those "norms" concerning which creative process in group may be evaluated. Selection of a sequence of procedures allows to create conditions for stimulation and development of meta-reflective process in the group, creatively resolving a vital problem.

Thus, distinction of reflective process is made on the basis of the analysis of not only speech, but also BEHAVIOUR of participants as a whole, their ACTS and made choises in offered procedures.

Example of the description of separate procedures

The form	Procedure	The substance of separate procedures
Meta-reflection	**Meta-reflection**	Public self-research of participants of a training for an establishment of changes in knowledge, experience, relations. Procedure of a meta-reflection assumes freedom of the participant from obligations, except for necessity of a reflection.
Group Discussion	**Circle of discussion in the form of a "cocktail-group"**	The way of activation of creative potential of group by means of creation of operating conditions in which necessary to keep in memory: all stages of discussion of a problem, authorship of the ideas, the achieved results. Work in cocktail - group carries out simultaneously two functions: findings of a sight from aside on traversed path and the control of the personal responsibility in work of a circle of discussion.
		Formation of cocktail groups is carried out by a method of casual division of initial groups and mixing (making a cocktail) their parts in a new group. Work in cocktail group is directed on an exchange, transfer, development of the information.
		From the participant of cocktail - group it is required:
		■ exact transfer of results and an operational experience of group represented by him;
		■ to take into account all important, valuable and new from the report of representatives of other groups for enrichment of the own group.
	Qualification	Definition of the facts and the phenomena on the basis of any criterion.
	The relation	The statement of the responsible estimation according to the occupied position. It is built on preliminary carried out understanding of that position to which the relation expresses. Takes into account authoritativeness of an occupied position.
	Questions on understanding	The questions directed on expansion of area cognizable subject. They provide an establishment of correspondence of the general and details. They allow to avoid interpersonal collisions of the persons having various interests or to prevent erroneous reference of the other person to a category of people having competitive interests owing to insufficiency of the information. They demand precise addressing (naming the one to whom the question is directed). Frequently have the grammatic form:
		■ "If I have correctly understood you, you have told. .."
		■ "Whether you assert in the statement ... " etc.
	Problematization	Formulation of a point of issue in new vision as difficult and complex, demanding sanction. A question on expediency of continuation of a former logic of movement.
	The complete statement (summation, resume)	The claim for the maximal competence outside of the established sequence of discussion. Attempt of representation of a picture of discussion in the most full kind. At a statement it is necessary to take into account experience and results of discussion, precisely to place priorities and accents.
	Establishment of competence	Defines necessity to express according to the established sequence based on competence of participants in a discussed theme, a question. **Criteria of competence:**
		■ Self-determination;
		■ Estimation of group;
		■ The decision of the leader.

Principles of diagnostics of a meta-reflective process

The designation of features of environment [11] in a practical work is provided by means of the conclusion of the preliminary agreement (inform consent) about values [13; 18], principles and rules of work in a practical work. This agreement creates a context for accommodation in it of vital problems which are conceived and are resolved by special rules and procedures. A degree of correspondence to procedures, speed of passage through stages are diagnostic parameters of a meta-reflective process.

Characteristics of self-definitions of participants, the forms developed as a management of behaviour and interaction after the termination of a practical work, are estimated on a degree of correspondence to problems, exarticulated in the previous stages by means of procedures. Achievement of result: as a text of the concept, as a plan (calendar organizational) as a tasks to the concept, as an output to the other key problem, as an opening of a subtask of relations and development of rules to them, as an opening of a task of relations and its living through with the purpose of self-control, as an opening of a task of personal growth, as an opening of requirements of the company to personal growth - variants of the received number of results in an innovational practical work on creation of the new concept. Satisfaction: it is measured by an accuracy of the relation in the final procedure of a reflection to really received result.

Principle of development of the organization in a practical work

The first side of a practical work is the motivation of the decision of vital problems. The practical work allows to model decision making by the organization as the uniform organism offered to a review to all participants as a whole.

The second side of a practical work is arising influence of the procedures used in a practical work on organizational culture [22]: penetration of separate procedures into a normative field (system of norms and relations) of the organizations, duplicating, application of procedures by participants for optimization of interaction.

Requirements to leaders - trainers of a practical work

Possession of a conceptual model and schemes of the analysis of meta-reflective processes in natural conditions and in conditions of realization of procedures of a meta-reflection.

Especial tools of thinking at the analysis of a situation which develop with the use of programs of a reflective simulator [19]. The course of special training for reception of a qualification of the reflective trainer is developed.

EXTERNAL GROUP of DEVELOPMENT

The basis	The trainer - leader	The trainer
Time sense	Correlates process in a guided group to a skeleton of procedures, with processes in other groups and a practical work as a whole	Correlates the process proceeding in the physical time with the algorithm
Degree of mastering a technology	Not only is able to learn how to do it, but also may act as a sample of a meta-reflection procedure performance, the creative decision of tasks	Is able to learn
Role and mission	Progressor - high level personnaly involved dealing with group, making the participants' reflective abilities progress	The teacher - professional involved dealing with pupils' known and skills

Parameters of meta-reflective process in a training - practical work and other modules of SCA

The main parameters is correspondence of the planned procedures to their actual course in time. Procedural (structural) parameters are used as additional.

Special normalization of functions which get a specific shade in a training - practical work as against experimental conditions, - is not necessary at a modern skill level of trainers.

Nevertheless, this shade is fixed and qualified, for example, function of "integration" is mainly realized on a basis of "feeling" of the trainer about an opportunity of the beginning of the following stage as next task.

The skill level of trainers allows largely estimate cycles of passage of reflective process on character and a level of depth of judgement of a situation through the forms of behavior, unwrapped as a result of a reconsidering of a situation and own place in it.

The opportunity of use of functions of parameters of productivity occurs at a qualitative level of their adaptation in concrete event. Examples of display of some functions of a personal reflection [19]:

Forms of self-determination at the conclusion of preliminary agreements:

- Signing without perusal - a superficial level of self-determination, shows insignificance of a situation of rules, spontaneity of their use;
- Signing after careful perusal and clearing of questions - shows a sufficient level of acceptance of a situation;
- Procrastination of the decision on signing, demonstration of disagreement through a production of the insignificant questions, repeating questions, non acceptance of answers - shows self-determination on resistance of a situation of active influence and change of rules of interaction.

Similar forms exist at division of participants into subgroups in a training - practical work. How participants choose groups: being declared on leadership or supporting of declared (at the free form of distribution), accepting or resisting at distribution under the given lists, - it is qualified by trainers as forms of self-determination of a various level of depth of a reconsidering.

The system of parameters on the basis of the qualitative analysis of performance of procedures is used by trainers for recognition of reflective processes and management of them by introduction of suitable procedures

Types of the organizations (organization) in which SCA was applied:

IRIS provides group-reflective approach in consulting of some companies in Ukraine. The most of them are the companies, which promote those goods and services, which are made in the West or in Ukraine in accordance with western technologies. Among them are: "Skandi" (goods of the "Tarkett" group of the companies); "South Food" (of food-stuffs, the trade mark "Chumak"); "SU-group" (goods of international concern "Grundfos"), "Enran-Acros" (the manufacturer of office furniture and metal-plastic products ("Rehau" technology); IDS (the distributor of "Mirgorodskaya" water and food-stuffs); "Top Trans" (the importer of confectionery, chocolate "Paulaine" in particular), "Solo Moda" trade firm (importer of Italian footwear), concern "Pluton" - "Elpi" (importer of the batteries "Varta"); "Mercury globe Ukraine " (the Gold pages of the telephone book). Staff of the company, involved in Project was not more then 100 persons.

SATISFACTION of the CUSTOMER is shown in:
- As a satisfaction the made out product (the text, the plan...)
- As an expansion of potentialities of the leader. As an expansion of potentialities of group of leaders. As a reception of a followers team - interested in introduction of new technology employees of different levels, as informal agents (representatives of departmental sub-environments in the organization) - compilers of senses of changes in the organizational culture, formulated in clear language for colleagues.
- As expansion of all participants' potentialities.

SATISFACTION of PARTICIPANTS of TRANSFORMATIONS is shown in:
- Increase of employees commitment to decisions accepted in the organization
- Introducing in area of decision making of interests of divisions and separate experts, in the status of an acceptable priority.
- Increase of feeling of a belonging to the organization, feeling of membership and corporate unity
- Granting of opportunities for career aspirations.

Display of the latent conflicts lowering efficacy of the organization and development of a coping relation to them
- Granting of opportunities of the test as a check of professional potential.
- Granting of opportunities of a creative rest or effect of singularity.

The program of a simulator for expansion of meta-reflective abilities in the field of the analysis of the decision of tasks is submitted on the site [17; 19]

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