Energizer-Group as a Training Procedure for Intervention in Organizational Culture
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ABSTRACT. Intervention in Organizational Culture (OC) is a bringing about content and procedural changes into personnel conversations into the inner organizational environment. It is the way to overcome the latent conflict - the fight for power between units and among managers in organization - effect of the power-balance. The organization with external-control orientation of OC (Muijen J., others) was the sample for analysis. Intervention in OC is achieved by multi-modulus program based on the method of the training-practical events (TPE) in organization First stage is the reflective-innovative TPE for creation of conception of the change. Dynamics of the participants' identification with their groups appearing in the procedures of inter-group interactions is the subject. We studied two structures of inter-group communication with different treks of individual moving in the training environment. Tradition is T-M structure: each participant of the thematic (T) group   presents outcomes of his/here group in the mix-group (M) with presenters from other T-groups. This structure gives the arising of participants' T-group identification. Experiment is E-T structure: "Energizer-group" are formed from the initiative persons and leaders, E-group moves from one to another T-groups to integrate their creative results. Identification to T-group are less. Possibility to make conversation with referent E-group participants gives two results: 1) growth of E-group as a leader to be bearer of the innovations after TPE; 2) to make clear leader's position in transition to changes for all participants.
Keywords: external impulse for development of an organization; external group of development; methods of development of reflexivity; training-practical workshop, procedures of reflection; energizer-group; intervention to organizational culture

Method and samples

Material for research of personal trajectories in creative group work was gathered from 5 laboratory experiments (104 pp.) and 44 innovation training practical events (883 pp.). Laboratory experiments were directed on the investigation of significant condition for developing the creative abilities of participant by developing their meta-reflective abilities (1985-1993). Training practical events were the application of the training procedures, constructed on the base of laboratory experiments results. Training practical works **(see Mykhaylo Naydonov's poster)** was conducted in Ukrainian organisations of educational, law, commercial, advertise, food-industrial, building profiles (1991-2003). Analysis of dynamic of identification was provides by reports of trainers about the phenomena of choice in procedures and by verbal signs of position "I", "We".
(see in detail **http://My.elvisti.com/naid**).

Innovational Reflective Training - Practical Work
The module is intended for:
- Strategic management;
- Heads of departments;
- **Key employees.**
The purposes:
- Development **of ideas** and organizational schemes, definition of scales and terms of innovations;
- Mastering by the personnel of available ideas and organizational schemes, alignment of vision;
- Development of campaign of mobilization and influence on human resources;
- Indirect estimation of potential of the personnel:
  - The control of a condition of human resources of the company,
  - Assistance to refusal of dependant moods,
  - Display and overcoming (greatest possible within the framework of the module) the latent and obvious resistance to changes;
- **Rallying of team**, raising of moral spirit, "injection" of feeling of participation in changes;
- обеспечение готовности к работе в формате изменяющихся корпоративных стандартов.

The form of realization:

- *Training - practical work* as the form of active psychological influence by procedures of a meta-reflection on the joint decision of practical tasks:
  - Group discussion (generalizing and differentiating),
  - Methods of activization of joint creativity,
  - Procedures of a meta-reflection;
- Group and individual tasks (oral, written).

Results:

- Unwrapped demonstration of technology of group work which provides the coordination of positions, acceptance of decisions, the decision of innovational, creative tasks; mastering by top-managers of bases of group-reflective technology.
- Modelling of the future of the company, formation of a plan and the form of use of external group of development, specification of criteria of an estimation of efficiency.
- The forecast of structures of participants for formation of a network of influencing communications.
- The decision on introduction of analogues of action for other divisions (as close or far analogue).
- Formulation of the task for participation of the IRIS in tasks of translation of impulses into administrative - organizational forms.

Thematic-group as a procedure (Fig. 1)

Theme-groups allow to multiply process of creativity at work on creation of the concept of changes.

T-group as procedure is:

group discussion in "a circle of discussion" by rules. Group discussion go step by step from one participant to other by principle of grafting the creative product. Each next have to give some novelty to group, differentiated from before appeared ideas

Fig. 1. The principle of amplification of creative process
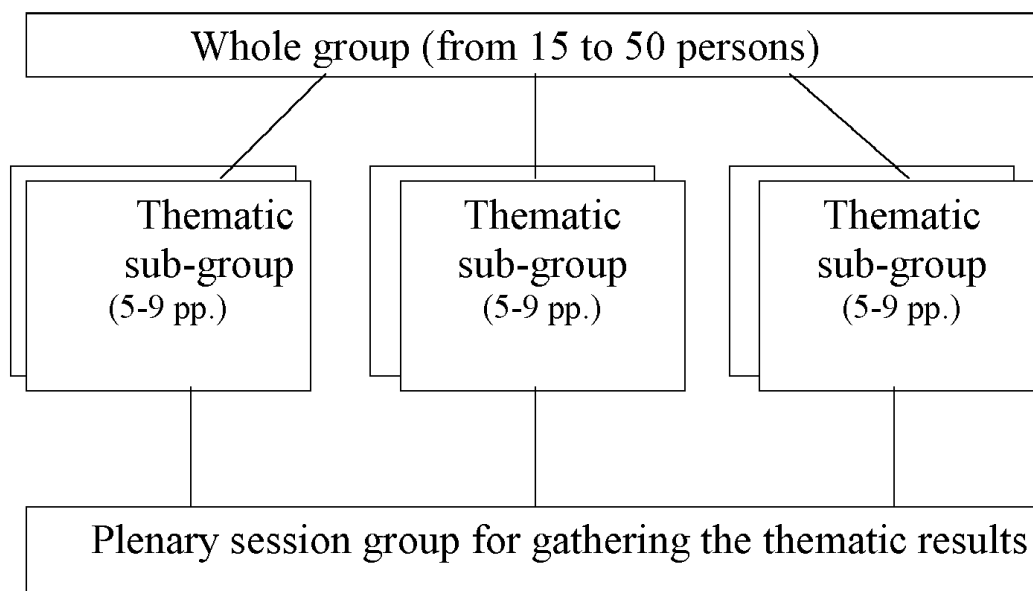
Stages of work:

1. Creation of a problem field:

Problems which demand changes.

Objects, bottlenecks which need to be changed.

2. Structurization of a problem field:

Establishment of connections between problems.

Definition of key problems.

3. Self-determination on the decision of the certain part of a problem field.

4. The decision of a problem in a context of comprehension of the presence of all problem field.

Definition of functional requirements to the decision.

Construction of an image of the decision.

Detailed elaboration of an image - how to carry out.

5. Operationalization of decisions and it registration.

6. Preparation of the project for presentation.

Application of T-group procedure gives:

- Specialization on separate aspects of a problem field at keeping of all context of problems;
- The approach to one problem from the various sides;
- The opportunity of development of identification with it, that then serves as the additional factor motivating crea-

tivity.

Mix-group procedure (Fig. 2)

M-group as procedure is:

1. Representatives of each thematic groups answer on question:

- *What we have achieved in our thematic group? /What we did and what we have done?*
- *What we inquiries from other thematic groups as need for our work?*

2. Each participants of mix group after others thematic presentation tell:

- *What you didn't saw in your theme, as I think;*
- *What is my estimation of your work;*
- *What can I add to your creative results.*

3. Each participants of mix group returns to thematic group and give report on all above-mentioned questions.

Fig. 2. Amplification of subgroup's achievements inter-change by mix-group procedure
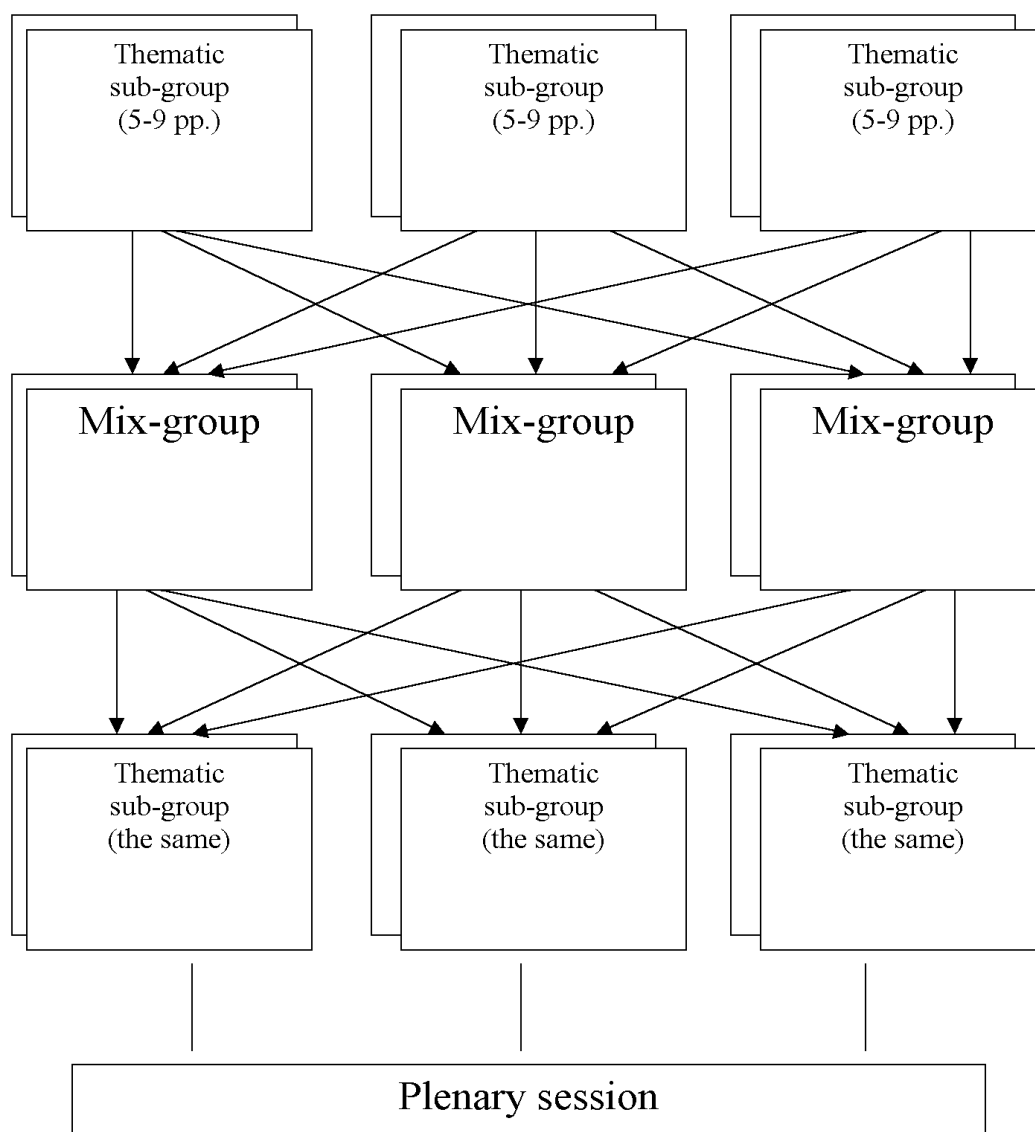
Application of M-group procedure gives:

- amplification of time for presentation and discussions in comparison with plenary session;
- personified experience about creative finds of our groups;

- additional participant's motivation to deep involvement into T-group work, because he/she have to present the results of work personally;
- arising the personal identification to thematic group as representatives of own thematic group;

- transparent feedback to individuals about his/her role in information transfers which demonstrates the need in developing of the transfer skills;
- activization of thematic group by others estimates and others results.

Energizer-group procedure (Fig. 3)

E-group as procedure is:
arrival of a mix-group of leaders to each of theme-group by turns for acceptance of reports. Procedure of E-group is similar to mini-plenary session (the report of a theme-group before representatives of other groups). Difference is not only in participant quantity, processes of identification are various in different groups.

Fig. 3. Activization of creativity by Energizer group
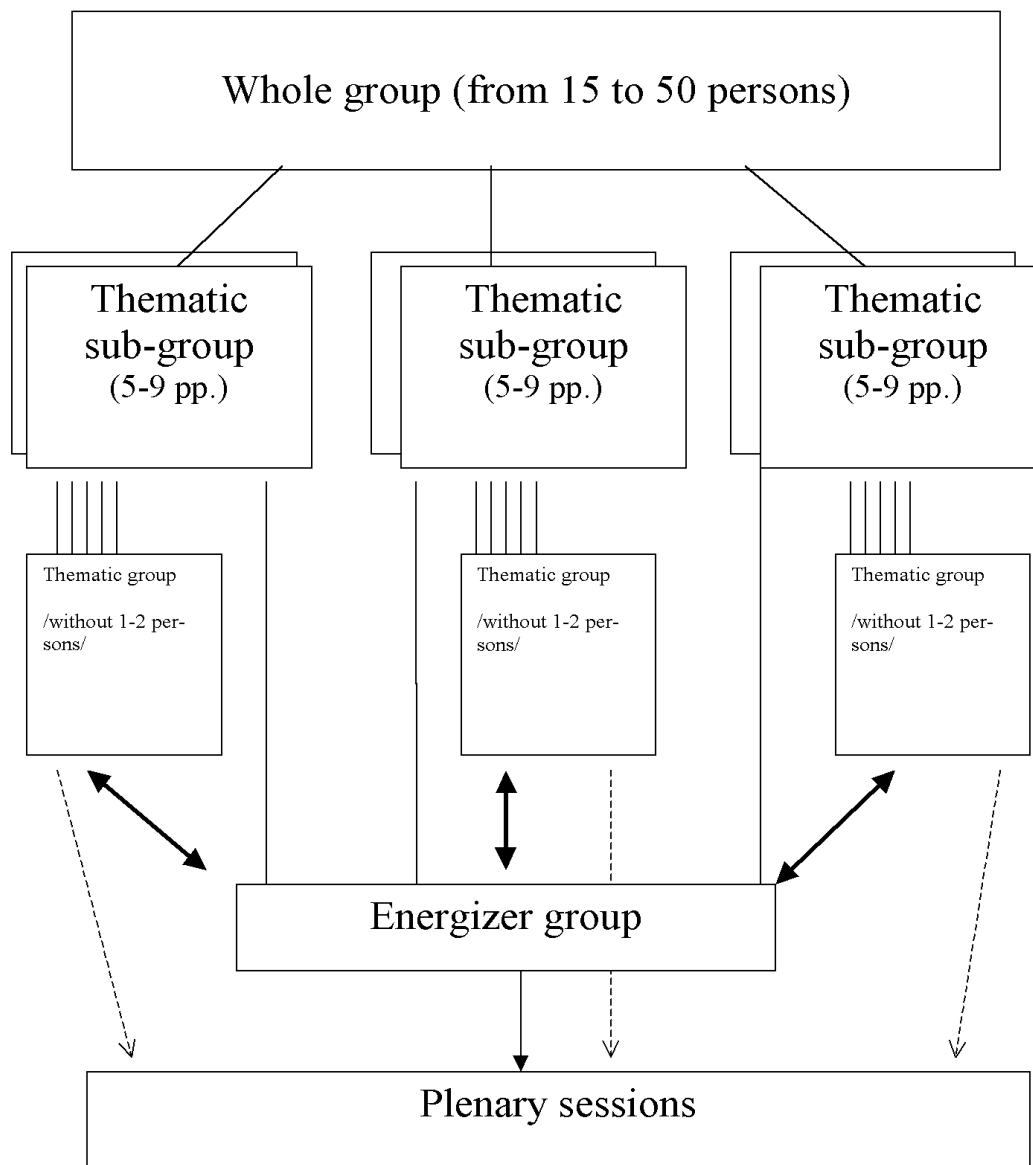
Formation of E-group is made through declaration of its status (leaders of changes) and delegation by each T-group (the self-claim or assignment by trainers is supposed) several representatives. The task of E-group is proclaimed: to integrate results of work of T-groups from a position of an optimality of introduction of offered ideas.

The E-group has two modes of operation: an internal format and an interactive format.

Internal format:
- Discussion of principles and criteria of an estimation of the developed ideas;
- Judgement of results of interactive sessions.

Interactive format (dialogue with T-group):

- Active hearing of presented results of a creative process of T-group;
- Active understanding (through questions) an offered way and procedures of changes in the organization;
- The statement of opinion of E-group as an evaluation of results of T-group.

Application of E-group gives:

- Increase of a level of the personal responsibility for the accepted self-determination in the field of change OK (to be the leader of changes to support changes as the carrier of organizational culture);
- Increase of a level of a coordination of opinions of participants of different T-groups through the entering of uniform criteria into a dialogue with E-group;
- Overcoming of waiting resistance to innovations (a metaphor: I have understood, that my tent stands on the road on which people are going to walk - though I would not transfer tent earlier, now I have understood, that it is inevitable);
- Increase of the unity of group the leader and his influence on members of the organization.

Dynamics of identification

T-group. Dynamic of identification is not explicate. Subject focusing group discussion results in identification phenomena in plenary session room, and after presentations, where is comparisons of results with other.

M-group. Dynamic of identification is explicate: significant growing in small group, where all are representatives of other group, and only I represent own group. After return to T-group all participants feel glad to meet and tell about others (Fig. 4).

# Fig. 4. T-M trajectory of participant's inter-group movement

Mix
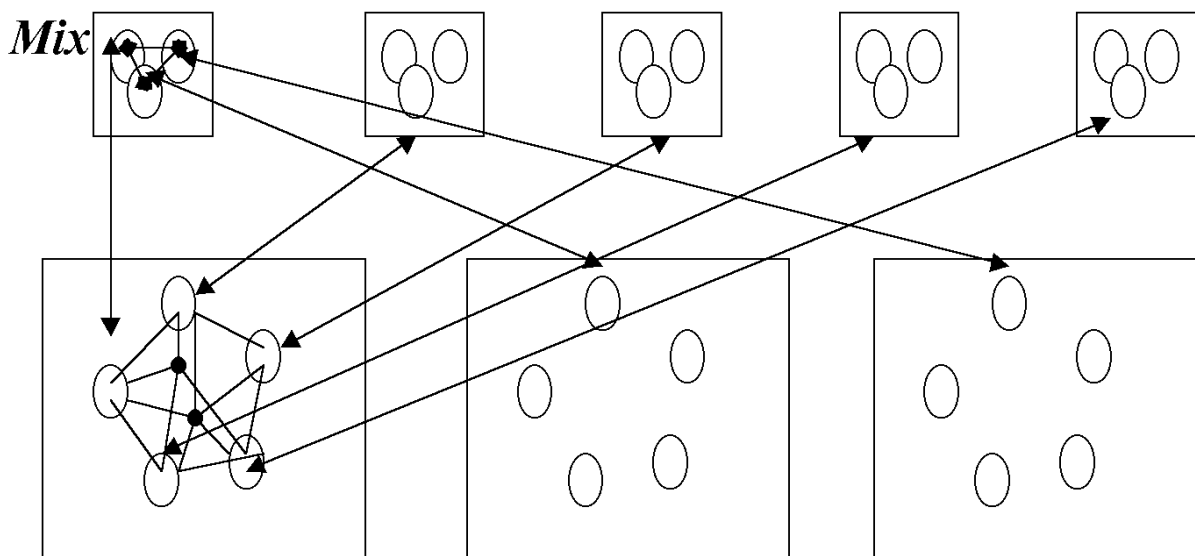
Thematic

E-group. Leaders get in the conflict of two group identification: to a former theme-group and to new E-group. Identity to a theme-group, supported with procedure of a mix-group, causes competitive tendencies. Mission of E-group - integration and examination of practical introduction. The conflict of two identification raises intensity of work above criteria of an evaluation of results of a theme-group (Fig. 5).

The first meeting occurs to a theme-group as the sanction of the internal conflict, by an opposition to estimations of E-group which is overcome by an output in a third position of identification - beyond the limits of training situations - identity of the organization. The judgement of the first meeting with T-group which occurs in intra-group work of E-group, allows to strengthen new identification, having combined it with mission of E-group. The subsequent meetings with theme-groups pass in absence of intra-person conflict of identification. Mission of E-group after elimination of the conflict and strengthening of new identity changes also. There is a shift from a task "to estimate" to a task " to return to a theme-group the responsibility for introduction ". The energizers problematize participants of theme-groups to enter the double identity: a training theme-group and an outer training one - to the organization as a whole. That allows to work in dialogue of two groups the involved acceptance of the responsibility for introduction of the developed innovational idea (decision).

Fig. 5. T-E trajectory of participant's inter-group movement

E-group

Thematic group 1

Thematic group 2

Thematic group 3
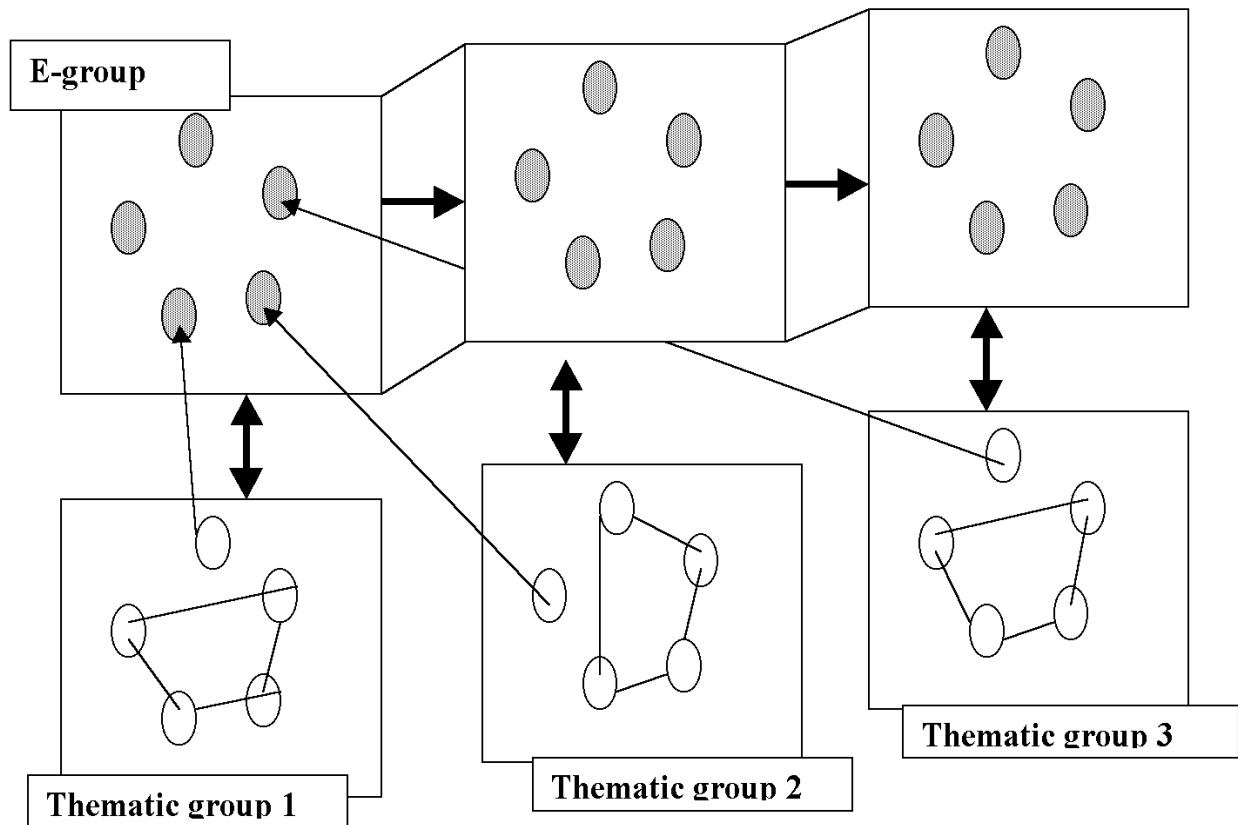
Conclusion

The considered three types of the group design, differed on character of influence on identity of participants, may be used for management of effects of participation in the organization. Workers' participation in construction of a plan and the concept of changes in combination of three types of group design reduces a level of their resistance to changes in the organization. T-M trajectory gives the additional motivation to creativity to individuals, T-E - gives the additional condition to arise of energisers' leading potential.

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