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SYNERGETIC APPROACH IN MANAGEMENT CULTURE OF LEADER OF ORGANIZATION

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Abstract. *Looked through synergetic approach in forming of management culture of leader, who learns the processes of development and group cooperation of objects: in the open conditions and in not relative conditions; supported with intensive swap of goods and energy from under-systems to system and from system with the world; characterized as self-feasibility of object's behavior, which are connected with their cooperation; as a result they have ordering, self-organization and system evolution. Pointed on destabilizing conditions of leader's life in the modern world. Grounded situational approach to organization management, which consists of two thesis: there is not any unified effective management in all the situations; management effectiveness is achieved by mobility and skill to adapt to the current situation. Theory of system does not determine what elements of management in theory of management are mostly important. It only points on, that organization consists of several dependent systems and is an opened system, which cooperates with the world (Information for opportunities and dangers for business , competitors , customers , laws , politics, technology , socio-cultural changes). Analyzed synergetic paradigms, that are the basis of modern organization management: organization – complicated system, that's why it is very hard to predict result of it's changes; it's better, when initiative is from the middle of the organization, changes organization is not in their planning, but in self-organization support, the goal for leader in this situation is not in organization changes, but in support to make it ready for changes.*

Keywords: *synergetical approach, leader, situational approach.*

Rapid technological innovation has made the process of managing unpredictable. Faced with the new reality, managers find out that previous basic control theory are inefficient, this require a move to organic nonlinear models and ways of thinking. Synergetics (the theory of complex systems) - scientific field that studies the laws of self-organizing systems of different nature. During self-organization we mean systemic phenomenon of spontaneous emergence and autonomous support complex structures, procedures and coordinated behavior. A new approach to the management of organizations focused on recognizing, launching and supporting self-organizing tendencies.

The theory of complex systems entered the lexicon organization and management in the 90's of last century. Scientists began to move the focus of research from the inner lining of the external organizations. The first who applied the theory of complex systems were G. Simon, K. Burns, Charles Perrault, J. March of. At present, the theory of complex systems intensively within areas such as strategic management and organization

theory (P. Anderson, R. Axelrod, Yanira Bar-Yam, R. Power). Exploring social management as a complex social organism should viznachyty provisions that contribute to the understanding of this phenomenon:

- Synergetics as a scientific field, its basic principles and strategies: transdiscipline synergy (S.Kurdyumov, J.Knyazyev, I.Dobronravova, V.Beh, V.Voronkova, N.Spytsya); problems of interdisciplinary coordination and dialogue (V.Arshynov, V.Budanov, N. Savichyeva); catastrophic behavior of nonlinear systems in the bifurcation points (V.Hlazunov, V.Beh).
- New ideological foundations of life: philosophy of open world (V.Yegorov); the idea of co-evolution of nature and society (S.Kurdyumov, L.Barausova, R.Dodonov); sustainable development (A.Ursul, A.Romanovych, V.Voronkova, O.Kindratets); ekohumanism (V.Veresyakina).
- General and special approaches to the study of social transformations, the ratio of self organization and control in social systems (V.Arshynov, K.Delokarov, O.Kozlova, N.Savycheva); forecasting economic processes in conditions of instability (D.Chernyavskyy, M.Starkov, O.Scherbakov); understanding of the crisis as an important phase in the development of complex systems in excess, indicating that both of resource depletion of previous sources of development and promoting the search for new possibilities of social organization (V.Romanov, I.Dobronravova, I. Predborska, N.Spytsya).
- Systemic crisis and risks of in terms of social transformations: theoretical and practical forecasting, ways to overcome the crisis, management capabilities (V.Budanov); risks of culture in times of bifurcations (H.Malynetsky); features of self-Culture in transitional societies (V.Koptyk).
- Value of order and chaos: their difficult opposition in the ancient paintings of the world (B.Poyzner); constructive and creative role of chaos in the synergetic paradigm (J.Knyazyev, O.Astafyeva, V.Voronkova); recognition of synthesis of order and chaos (V.Bransky) as objective reality.
- Synergetic thinking as a way to becoming and cognition of the whole man: a synergetic process of identity formation (M.Kahan, L.Barausova, O.Bohuslavska); preserve the integrity of the individual by improving education as a process, developing synergistic thinking ability of creativity (Ye.Knyazyeva, S.Kurdyumov, V.Veryaskina,

O.Dolzhenko); Brought synergy of learning (L.Novikova, M.Sokolovskyy).

One of the features of social management – a reference to cognition the mechanisms of self-organization and evolution of complex overcomplicated systems in a state far from equilibrium, when exacerbated by their sensitivity to small fluctuations at the micro level, which lead to a change in behavior of the entire macro. Destruction of dynamic equilibrium of structures and subsystems, introduction to the phase the crisis, in which unstable structures undergo rapid disintegration lead to a change of the scenario evolution.

The current paradigm of social management is to review the management process as subject – subject relationship that involves the interaction of two subsystems - the one who manages and one governed, analysis of these subsystems as open systems, each of which is able to adequately respond to pulses from each other. As a result, the social control takes on the character co-management; overcomplicated management system is the only influence on their own self-regulation and self-management mechanism in order to optimize it [1].

The basis of synergetic paradigm based on the following postulates: the organization – a complex system that why prediction of changes is almost impossible; better when the change initiative coming from inside the organization; organization change is not in their planning but in promoting self-system; supervisor objective is not to change the organization but to help it become a more prepared to change.

A new look at the organization as a complex system allowed to draw attention to a number of conditions that are crucial for its effectiveness. Consider these terms.

1. Paradigm (culture of organization). This is a set of concepts, values, perceptions, working methods, which are divided by company. If you want to change organization, a paradigm shift must take place at the "cellular level."
2. Understanding the employees of the organization as a complex system. Interaction of influence each other employees represent the whole system, which allows a high degree of unpredictability of creativity and innovation.
3. Communication and interaction between people. The nature of complex systems builds on the feedback loop in which system coordinates its activities and adapts to changes in the environment.

Alienation of staff, isolation from one another deprives the organization of adaptation.

4. The importance of the team. Agent interaction in small groups fosters creative adaptation, known as "synergy" cellular level. The essence of this effect is in significantly strengthen the results compared with those which employees can achieve by working alone.
5. The model viability core is the law of changes need, which requires a set of administrative reaction was no less rich than the set of possible states. Teams with the lack of diversity-oriented solutions are similar.
6. New leadership role:
 - be responsible for creating and maintaining conditions that foster innovation of adaptation to changes, rather than gain control over the people;
 - educate the system as a whole, encourage learning and development;
 - support the development of self-sustaining trends cultivate the positive and mitigate the negative trends;
 - open channels of self-organization, to remove obstacles on its path.
7. Effective set of rules of the organization in terms of synergy: information dissemination; trust; customer satisfaction; search for a better way to do business.
8. Experimentation. In a fast-paced environment with a high degree of uncertainty many small experiments may be more effective than carefully planned. Creative and innovative search is more successful in organizations that make mistakes and failure as a natural part of the learning process.
9. Competition-cooperation within the organization. The development is not so much due to the suppression of competitor as through mutual use with it potential.
10. The state of a key concept works on the theory of self-organization. Stable and chaotic systems are not easily changed. Changes occur easily and spontaneously, small incentives can cause big changes.
11. Self-organization. Self-organization occurs spontaneously, it can not be directed, but it can affect: the more people involved in the process of self-organization, the better it runs.
12. Emergency of organizations. It appears in the emergence of new structures, properties, qualities or behaviors at the macro level,

arising from the interaction at the macro level. Features of this process: you can not control; can not be predicted; can not be controlled.

There are conditions under which the emergence of this can be most likely:

- Connectivity (decisive condition). The basic axiom is that changes in the organization - it is, above all, a change in relations between the members of the organization (agent system). Rigidity makes the system unable to change. Connect with other organizations and teams should establish a favorable business ecosystem.
- Variety. The more diversity in organizations, the wider space of possibilities.
- Openness. For its development system must continuously exchange matter, energy and information with the environment. This is facilitated, in particular, decentralization of power and information flows.
- Lack of anxiety. Emergency can be suppressed if the people in the organization feel anxiety about changes in their organization.
- Good boundaries. The boundaries are set by senior management by setting of simple rules. Inside the border people should have enough freedom for their actions. In the process boundaries changes very often .
- Involvement. Relates to the implementation of the plans of employees within the company than others, imposed by the leader [5].

Situational approach has made the great contribution into the management theory. The central component of the situational approach to managing the situation as a certain set of circumstances, which have a decisive influence in a specific period of time. The essence of the situational approach is reduced to two theses: there is no uniform effective management in all situations; efficiency is achieved due to mobility and the ability to adapt to the situation (environment) in which this organization works. Systems theory by itself does not determine the control theory that the same elements of a system are particularly important. It only emphasizes that the organization is composed of numerous interrelated subsystems and is an open system that interacts with the environment (information for opportunities and dangers for business, competitors, customers, laws, politics, technology, social and cultural change). Organization receives resources from the environment, processes

them and produces goods and services and in the environment. This theory does not specify the main variables that affect the function of management. But the systems theory helps managers understand the relationship between different parts of the organization of between the organization and the environment that surrounds it. It appears obvious need for knowledge of the head of the organization as a system variable, in order to apply the theory of systems to process control [2, p. 94-97]

Laws of the Cosmos, orient the person to establish order and chaos not support that makes it possible to clarify the nature of nonlinear processes. Delay rights in chaos without a constructive vision of its output leads to destructive processes in terms of morale. It gives a person the desire to exit the creative chaos, focus on the structure of the order desire to structure it in a system of knowledge, opinions, conclusions, which are subject to a specific problem or creative problem. So the natural property of man is his desire for order, which form its surrounding of inner world of serve some coordinate system, which makes linear and determined its location. For us it is important to postulate that chaos makes life not only unstable, but also vulnerable to any interference in it. On the other hand the sustainability of life on systems that do not change suspends development [4, p.10-11].

A necessary condition for the success of the leader in destabilizing situations. P. Weil, says about a new level of understanding of its activities. Therefore, scientists expand on "work smarter" through the following dimensions: work collectively (keeping in touch with other people); thoughtful work (priority of individual and group thinking ability without dogmatism of authoritarianism assess the situation); operate at a higher spiritual level (attention to spiritual qualities, feelings, intuition, desire). The criteria of managers of managers in modern conditions is increasing: reports; leadership; attention to teamwork; close contact with people; conventions of power and individuality; commitment; stress. A characteristic feature of a leader is the ability to work as a team leader. Under the current administration should be based on increasing leadership and responsibility and ability to work in a team [3, p.3-22].

Synergetics – a scientific field that studies the formation and collective interactions of objects (components, subsystems): a) in open conditions at not relative conditions; b) accompanied by intense metabolism and energy subsystems of the system and with the environment; c) characterized with self needed (lack of rigid determination outside) the behavior of objects (subsystems), combined with their interaction; results are organizing, self-organization and evolution of the system. Synergetic approach in

formulating management culture head today makes it impossible to truly assess the impact on the theory and practice of management. However, we can already say that his conceptual position will find great practical value in the management culture.

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**TEACHING ENGLISH WITH POETIC TEXT IN
PROBLEM-SOLVING DISCUSSION GROUPS**

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Abstract. *The article considers the use of problem-solving discussion technique as an interactive method in teaching English as a major with poetic text in higher school. Poetic text was chosen as a rich source of emotional appeal and the carrier of the deepest author's implications to students-future philologists.*

A set of interactive tasks within the problem-solving discussion method of work with poetic text was elaborated. The work was carried out within three stages: pre-discussion, discussion and post-discussion stages, the tasks for the each stage were described. The total –group representation pattern, where not only group representatives but each group member was involved in the discussion was used and proved to be