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## COGNITIVE METHODS OF ADVANCEMENT OF PUBLIC SERVANTS' PROFESSIONAL LEVEL

*The inner mechanisms of the cognitive methods functioning as a tool facilitating the advancement of public servants' professional level, which presupposes the optimization of mental strategies and linguamental tactics being manifested in adequate decision-making when dealing with complicated situations and in the course of efficient interaction with communicative partners, are revealed in the article. The notion of "reframing" is specified; the philosophical basis of this phenomenon is determined; its subtypes are distinguished; the recommendations on appropriate conduct in different administrative situations are proposed.*

**Keywords:** cognitive methods, linguamental tactics, reframing, a public servant.

The establishment of efficient administration is considered to be a vital problem while developing a democratic society. Taking into account the fact that it is the personnel who perform functions of this specific type of work, the quality of administration depends upon "their abilities, experience, skills and, first of all, –abilities to take effective decisions" [11, p. 208], which we regard the most significant factor, since non-standard, creative approaches can break the circle when "a low living standard, moral weariness, uncertainty, sharp differentiation of society..., decrease of moral values criteria, bureaucracy and corruption at all the levels of the state authority do not inspire anyone for highly efficient work, including the administrative one, neither can low efficiency of the public administration give any opportunity to overcome the crisis in society" [11, p. 207].

There has been accumulated a great instrumental resource aimed at widening administrator's professional potencies and optimization of his / her conduct in the up-to-date humanitarian sphere dealing with neuro-linguistic programming (NLP); to be more precise, the fundamental methods of reframing are the most efficient within the administrative range of problems, its contextual and contentual interpretation as well as making extraordinary positive decisions by public servants according to the requirements of the creative approach which is directed at the fuller application of leading administrative skills, progressive methods and means in accordance with the main principles of the Law of Ukraine ("On Public Service") [5].

In our opinion, the scientific research devoted to the development of servant's individual emotional intelligence [3, 8] is the most perspective among the recent investigations in the field of people's resource administration efficiency; thus, the latest experimental outcomes attest that individual emotional intelligence comprises 70% of their professional workmanship, whereas technical intelligence (knowledge) and administrative skills amount to 15% [8]. The determination of these major mental trait elements a servant should possess (self-consciousness, self-control, self-motivation, empathy), in other words – the **abilities** a servant must develop, – determines the necessity of studying linguamental

tactics – **how** to do it, which can be carried out by means of a complex of various NLP-achievements.

The article aims at revealing the inner mechanisms of the reframing NLP-methods functioning as the tool facilitating the advancement of public servants' professional level, which presupposes the optimization of mental strategies and linguamental tactics being manifested in adequate decision-making when dealing with complicated situations and in the course of efficient interaction with communicative partners. To realize the specified aim we should define the notion of "reframing", refine the philosophical basis of this phenomenon, distinguish its subtypes and propose the recommendations on appropriate conduct in different administrative situations.

*Reframing* is a frame change, to put a new or a different frame around some image or emotional experience based on the sense actualization of particular events and differentiation between intention and behaviour (conduct). Reframing is used when neither a situational message frame nor a direct sense of communicative conduct corresponds to the context: the content of any event depends on a frame type, so by changing a frame one can change its content [11, p. 517].

The NLP-technique of reframing is based on the hypothesis regarding a subjective attitude of an individual to environmental events, which is grounded and specified by E. Husserl in his idea of mental world representation. In T. Kovalevska's opinion, "the implementation of this conception, despite a considerable period of time, is possible if it is perceived that people deal rather with the world representations, cognitive charts and models, than directly interact with the world during their theoretical and practical activities" [6, p. 62]. When modelling reality, a person interprets solely a filtered version of activity content and context which predetermines the changes in person's conduct and reactions. The essence of reframing lies in "the vision of things within different perspectives or different contexts" [1, p. 130], since events become meaningful if put into corresponding contextual boundaries even in "the most objective" informational messages [6, p. 286].

The fundamental NLP-regulations ascertaining that any person can achieve the highest results and has all necessary resources for self-development based on A. Maslow's idea

of self-actualization are considered to be determinative. Taking into account this very aspect, reframing engages hidden resources of organism, re-organizes inner psychic mechanisms of a person and changes his / her attitude to a problem itself, thus making the way to the designated outcomes by means of widening the amplitude of possible strategies and tactics easier. It means that people can interpret that very situation in different ways depending on cognitive and axiological priorities of their inner world, which is illustrated in B. Russell-philosopher's joke about himself to whom R. Dilts refers to in his manuscript "Language tricks": "I am firm, you are obstinate, he is a stubborn fool" [4]. By analogy these examples can be given: *I am fairly indignant, you are irritated, he makes a mountain out of a molehill; I have thought everything over once again, you have changed your point of view, he doesn't keep his word; I have mistaken by chance, you have misrepresented facts, he is an awful liar; I am pitiful, you are gentle, he is a milksop.* Thus, reframing can be defined as one of the ways aimed at directing evaluation of that very fact ranging from the negative to the maximal positive axiological poles, whereas an earlier unfavourable factor can become resourceful for a person, e.g. retirement from work can be interpreted as the beginning of a new stage of life rather than the most dreadful tragedy. The boundaries of reframing's popularity have widened its effectiveness in business, self-management, interpersonal communication in particular; there is a set of devices based on a plain principle of "changing a frame" which proposes an effective means of solving various problems. However, "compactness" of reframing methods does not reduce complexity of its practical use, for there exists a natural habit of a human being to exaggerate, act one-sidedly and traditionally being guided by the first egocentric position of perception. Everyday use of reframing transfers a negative restricting behaviour into optimal activity, since it enables the maximal choice of situational frames opening the access to unused mental resources and facilitating the development of the so-called horizontal "free" thinking.

The context and content subtypes of reframing are regarded as the most accepted ones for the sociocultural sphere of public administration. Context reframing is directed at changing the context of an event, which determines the transfer of its content into a different situation where an event, correspondingly, gains some other meaning. The choice of an optimal frame is used as an image tool, which "enables representation of that very fact in quite a new interpretation" [10, p. 152] thus enabling object modelling "to the best advantage" [10, p. 157]. For example, an effective format for a TV programme about a public servant who occupies a high post and is associated in viewers' mind only with his / her official place of work is the one when a conversation takes place in a family circle, in a kitchen or in a gym, but not in a study (see "The weakness of the strong" («Слабкості сильних») – Tele-Radio Channel GLAS / ГЛАС).

The ability to change frames of event interpretation in everyday life is called autoreframing. The typical examples of this unconscious process are verbal formulae "to look at a situation from my part", "it happens to everyone...". The

conscious purposeful use of autoframing prevents from creating artificial complicated situations, thus providing control over a person's state. For example, an employee is invited to his chief. His / her feelings and conduct during waiting hours depend solely on the "frame" chosen by him / her to use in these particular circumstances. Will he (chief) express his gratitude or reprimand? Does he want to take advice with me concerning some problem or impose a blame on me for someone's non-fulfillment of the task? Will he congratulate me on my wife's birthday or entrust a task to me on a voluntary basis? It is a person who chooses a certain frame, thus influencing a course of events, disposing oneself for a conversation, which certainly reflects on his / her conduct. During waiting hours neither the choice of a frame nor the perception of a situation can influence a chief, however, this choice, undoubtedly, influences an employee because a chosen frame determines also "a state of mind".

Free reframing of complicated situations facilitates self-perfection of an administrator who does not adjust himself / herself to circumstances but solves acute problems escaping from restrictive limiting models of thinking in such a way. NLP specialists remark that any "problem" lies in routine mode of thinking rather than in exact "content" of real difficulties; nevertheless, some other person may see promising opportunities in that very problem thanks to putting it into quite a different frame. When transforming one's perception, it is possible to find a choice. NLP practitioners recommend that a person should ask these questions as often as possible: "What could it mean?" "What kind of circumstances could make it look in a different way?" In other words, "the essence of an informational message is far from being preassigned or self-evident", it is corrected by means of a context frame [6, p. 286].

It is important for an administrator to have a sense of humour to facilitate his / her self-perfection, which is directly connected with reframing, since jokes and anecdotes are composed according to the principle of a swift change of a situation frame, and cause corresponding reactions. In a tense, often aggressive, administrative environment an ability to review a situation in a comic way enables an instant change of a conflict perception, as an unexpected unpredicted jerk of the content or context, as a rule, causes laugh. Here is a known example of the humorous reframing used by a successful elderly administrator: "You are likely to know almost everything by the age of eighty, the main thing is – to be able not to recollect it". Thus, context reframing as a model of a strategic mode of thinking contributes to finding a way out from complex critical situations at the levels of interpersonal relations, within everyday, professional and other activities, and macrosocial communication (society) emphasizing the purposefulness of these methods use in a course of public administration.

Content reframing, conditioned by the transformation of event essence concerning a stable situational frame, is regarded to be the algorithm of effective actions and authoritative strategic decisions within public administration. A constructive use of content reframing is currently important within media-representation of social phenomena, since their

emotional evaluation has a great impact on mass consciousness. The wide-spreadness of such frames as *the victim of political interests, permanent conflicts, escalation of the financial crisis, lack of a strategic vision, aggressive incompetence, and crime arrogance* lead to social tenseness, destructive and dissociating attitude to a situation [2, p. 207]. In a state having an irresponsible authority, unfair, unequal, covert international agreements, ruined interaction mechanisms of authority branches, boorishness as an element of domestic politics, adequate positive decisions are not likely to be made, communicative parity within the mode *authority – society* is destabilized [2, p. 208]. While modelling a constructive communicative space directed at active and effective activities, it is the reframing of the message content that makes positive situational retransmission expressive, for example, *we are speaking about irresponsible authority, but a possibility of such a conversation is an achievement of this authority*.

When a political course of a country's development is defined, it is the specialists of public service who "know the movement technologies" [7], are able to solve the most complicated problems and change "the content of a critical situation" [9] in the aspect of professional conflictology. An NLP expert A. Pligin, when distinguishing a complex multilevel character of this reframing, defines it as systemic [9]. Thus, hypothetically specifying the situation in Ukraine as stable, one can "turn the content of a nationwide problem inside out" – "the financial and economic crisis is a start for Ukraine's prosperity". The technology facilitating the advancement to this kind of result is described with the help of system reframing techniques: multipositional analysis of a situation (position perception), specifying questions (meta-model), multifactor and multilevel analysis presupposing the detection of a key factor (logic levels) and basic attitudes in a system (the structure of convictions and presuppositions).

Content reframing is widely used during a meeting specialized in considering different opinions regarding a problem in accordance with its key items, so the purpose of this event lies in its efficiency. From this point of view, NLP proposes the use of the so-called frame tactics oriented on adjustment (correction) of multidirectional sense interpreta-

tion and perspectives. The procedure of the *result*-frame implementation should be started with the very beginning of a meeting, which will help to compare the aim and its result within every problem: "What, in particular, do we want from the discussion of this issue, agenda item?". The frame of *agreement* facilitates adjustment, joining and leading to a designated result by a moderator: "I agree that we need X. It will be useful for us to add Y to this as well?". The frame of *doubt* in the propriety of something contributes into cessation of insignificant considerations, which can economize meeting time: "How are these statements connected with the designated results or the issue being discussed?". This device helps avoid further objections, quicken detail specification and generate the assertion that the present understand their further actions correctly: "So, we have decided that..." or "Let's make sure that I understand you in a right way. So, you suggest that..." In order to advance efficiency of a meeting it is recommended that one should change given frames at an appropriate moment or take them into consideration while composing an agenda of a certain meeting. This means of preparation is sure to optimize any meeting or negotiations.

Thus, the cognitive reframing methods, theoretically grounded and concordant with the main NLP principles, have the maximal practical controllability and favour solving various administrative problems, taking optimal decisions, modelling public servant's efficient conduct. It is possible to solve complicated nationwide issues in the most relevant way by means of content reframing which transforms the entire deep-laid structure of a problematic situation within a nonlinear system of public administration. Context reframing is useful for effective professional interaction of personnel, which influences the main levels of a servant's personality: cognitive – understanding of a positive intention; emotional – reduction of emotional tenseness and development of confidence owing to the state self-control feeling; behavioural – development of a model specifying further alternative conduct of a public servant, which emphasizes the necessity to use the latest creative technologies directed at the maximal optimization of professional efficiency.

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## КОГНІТИВНА МЕТОДИКА ПІДВИЩЕННЯ ПРОФЕСІЙНОГО РІВНЯ ДЕРЖАВНИХ СЛУЖБОВЦІВ

У статті теоретично обґрунтовано перспективність когнітивної методики рефреймінгу в галузі підвищення професійного рівня державних службовців. Розкрито внутрішні механізми методики як інструменту оптимізації ментальних стратегій та лінгвоментальних тактик управлінців та доведено її ефективність у колі управлінської проблематики, зокрема в сегменті прийняття оптимальних рішень, моделювання ефективної поведінки державного службовця. Уточнено поняття рефреймінгу як одного із способів керувати оцінкою факту в межах від негативного до позитивного аксіологічного полюсу, з метою перетворення несприятливого фактору в ресурсний для державного службовця. Доведено результативність методики, що відкриває доступ до незадіяних ментальних ресурсів і сприяє розвитку так званого горизонтального «розкутого» мислення. Розкрито філософське підґрунтя явища рефреймінгу через актуалізацію гіпотези про суб'єктивне ставлення людини до подій навколишнього світу, що впливає з ідеї ментальної репрезентації світу Е. Гуссерля. Моделюючи реальність, людина інтерпретує лише відфільтровану версію дійсності, зміна змісту чи контексту якої зумовлює зміни в поведінці й реакціях особистості. Виокремлено контекстний та змістовий рефреймінг. Запропоновано рекомендації для коректного застосування рефреймінгу змісту, що трансформує всю глибинну структуру проблемної ситуації нелінійної системи державного управління. Наголошено на доцільності застосування контекстного рефреймінгу як моделі стратегічного мислення, що уможливує вихід зі складних кризових ситуацій професійної діяльності. Виявлено вплив рефреймінгу контексту на основні рівні особистості управлінця: когнітивний – розуміння позитивного наміру; емоційний – зниження емоційної напруги й формування впевненості за рахунок відчуття керуваності своїм станом; поведінковий – формування моделі майбутньої альтернативної поведінки державного службовця, що загалом увиразнює необхідність застосування новітніх креативних технологій, скерованих на максимальну оптимізацію галузевої результативності.

**Ключові слова:** когнітивна методика, лінгвоментальні тактики, рефреймінг, державний службовець.

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### **КОГНИТИВНАЯ МЕТОДИКА ПОВЫШЕНИЯ ПРОФЕССИОНАЛЬНОГО УРОВНЯ ГОСУДАРСТВЕННЫХ СЛУЖАЩИХ**

В статье теоретически обоснована перспективность когнитивной методики рефрейминга в сфере повышения профессионального уровня государственных служащих. Раскрыты внутренние механизмы методики как инструмента оптимизации ментальных стратегий и лингвоментальных тактик управленцев, доказана ее эффективность в кругу управленческой проблематики, в частности в сегменте принятия оптимальных решений, моделирование эффективного поведения государственного служащего. Уточнено понятие рефрейминга как одного из способов управления оценкой факта в пределах от отрицательного к положительному аксиологическому полюсу с целью превращения неблагоприятного фактора для государственного служащего в ресурсный. Доказана результативность методики, которая открывает доступ к незадействованным ментальным ресурсам и способствует развитию так называемого горизонтального «раскованного» мышления. Раскрыто философское основание явления рефрейминга через актуализацию гипотезы о субъективном отношении человека к событиям окружающего мира, которая следует из идеи ментальной репрезентации мира Э. Гуссерля. Моделируя реальность, человек интерпретирует только отфильтрованную версию действительности, изменение содержания или контекста которой приводит к изменению в поведении и реакциях личности. Выделены контекстный и содержательный рефрейминг. Предложены рекомендации для корректного применения рефрейминга содержания, который трансформирует всю глубинную структуру проблемной ситуации нелинейной системы государственного управления. Отмечена целесообразность применения контекстного рефрейминга как модели стратегического мышления, предоставляющую возможность выхода из сложных кризисных ситуаций профессиональной деятельности. Выявлено влияние рефрейминга контекста на основные уровни личности управленца: когнитивный – понимание положительного намерения; эмоциональный – снижение эмоционального напряжения и формирование уверенности за счет ощущения управляемости своим состоянием; поведенческий – формирование модели будущего альтернативного поведения государственного служащего. Выводы исследования подчеркивают необходимость применения новейших креативных технологий, направленных на максимальную оптимизацию отраслевой результативности.

**Ключевые слова:** когнитивная методика, лингвоментальные тактики, рефрейминг, государственный служащий.

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