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INTEGRATION OF PSYCHOLOGY MECHANISMS INTO ORGANIZATIONAL CHANGE MANAGEMENT FRAMEWORKS

ІНТЕГРАЦІЯ ПСИХОЛОГІЧНИХ МЕХАНІЗМІВ У ФРЕЙМВОРКИ УПРАВЛІННЯ ЗМІНАМИ В ОРГАНІЗАЦІЯХ

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Businesses must continually evolve and adapt to today's numerous challenges, including technological advancements, economic crises, legislative changes, globalization, new competitors, and COVID-19. In Ukraine, these challenges are intensified by a full-scale war, which has accelerated change at all levels. Furthermore, globalization and the financial market crisis have driven the development of individuals and businesses, embedding the perception of crisis as a modern norm. The crisis-driven nature of contemporary reality indicates that our current concepts are

insufficient [1, p. 34–49]. Today, working within organizations means constantly interacting with turbulence and uncertainty, which accelerates business development processes.

Research shows that between 50% and 70% of planned changes will fail [2, p. 451–464]. This highlights the need for proper planning and coordination, as well as the consideration of both conscious and subconscious processes within the organization.

Continuous changes demand high flexibility and adaptability from individuals. The possibility of maintaining a stable position for an extended period is no longer the norm. The "releasing dynamics" (Freisetzungsdynamik) has not only led to the loss of traditional lifestyles but also increased the demands on individuals to independently plan their lives and work [3, p. 24]. This weakens employee loyalty and attachment to organizations. Additionally, there is an increased concentration of work tasks, the need to acquire new knowledge and skills, and changes in professional fields, leading to reduced rest, personal time, and a lack of work-life balance. Consequently, stress-related illnesses such as burnout and depression are on the rise.

These processes underscore the crucial role of a company's human capital in achieving strategic success and organizational goals. Employee loyalty and engagement are as vital as innovation, technology, and marketing. Corporate culture is the key factor contributing to the overall success of the enterprise, not only in commercial but also in social and cultural spheres.

During organizational change, roles often become complex and ambiguous, and the pace of development and change accelerates. Viewing the organization through the lens of psychodynamic processes allows for a better understanding of subconscious factors and the emotional components of the organization.

Any change introduces inherent risk or danger, and every culture has its specific form of defense. It is impossible to constantly engage with risk or danger, so organizations must analyze these issues and find solutions. Only then can they determine whether fears and primary risks have been addressed through appropriate communication and interaction or if cultural rituals, prohibitions, or leadership principles hold more influence within the organization.

When applying this concept to a process, the primary task involves an initial risk that triggers a primary fear when encountered. The next step is to work through the emotional disturbance. With a successful outcome, the focus can shift to task completion, often through reflection on emotional

factors within the organization. However, if emotional processing is unsuccessful, psychosocial defenses in the form of resistance will prevail.

For an organization to survive, the business must adapt to constant changes, building relationships with external reality and internal processes. Rejecting or blocking awareness of the need for change can lead to resistance to any changes. In organizations, such resistance is primarily directed against the consequences of changes (e.g., layoffs, new management, job cuts, introduction of new roles).

Efforts directed toward implementing changes will simultaneously mobilize resistance or sabotage processes, which on a subconscious level guarantees a certain level of safety. If employees understand this dynamic, it will help reduce resistance, and the impulses aimed at opposing changes will diminish.

This is why fundamental change management frameworks identify phases of understanding and encouraging change, which are essential to planning relevant projects.

The ADKAR model, consisting of the following phases:

- A – Awareness (understanding the need for change);
- D – Desire (willing to participate in and support the change);
- K – Knowledge (knowing how to change);
- A – Ability (being able to implement the change);
- R – Reinforcement (ensuring the change sticks),
- focuses on fostering understanding of the changes and encouraging involvement in them in its initial phases [4].

It is crucial to realize that during wartime, the speed of changes in business increases, triggering various processes within the organization. Therefore, it is essential to create a model of change communication and open dialogue with the team to establish a space for reflection. This approach will help reduce resistance and increase employee support, thereby enhancing business performance through a supportive organizational culture.

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