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TRADITION AND INNOVATION IN PUBLIC ADMINISTRATION TRAINING (ARCHETYPAL APPROACH)

Abstract. Studying the deep, archetypal manifestations of a person, contributes to the knowledge and mastery of the nature of global change, sets the prerequisites for the development and implementation of adequate modern effective public administration practices. The reconstruction of archetypes is a relevant and promising approach that helps to interpret certain socio-political processes of the present by transforming the symbols of the past.

The problem of the human factor in management is connected with the desire of a person for a specific goal and their achievement. In this regard, it is important to find out the main components of the manager's activities: motives, goals, activity planning, processing of current information, prompt decision-making and action, verification of results and correction of actions. Formation of an innovation-oriented domestic system of management training is an urgent need of modern society. An important and integral part of this system is universities, which

offer students a cycle of management courses. The ultimate goal of management training should be to develop strategic thinking, the ability to think creatively and the ability to work from a broader perspective. Management actions require judicious use of human resources in management, and carelessness in them can lead to escalation (exacerbation) of conflicts, turnover, reduction of efficiency and level of complexity, etc.

Modernity needs public figures of a new generation, managers who are able not only to deal with the constituents of the political arena and to make effective decisions, but also to give an adequate assessment of themselves. This means that there is an answer to the question of who and what I am, what my purpose is. Depending on the answers provided and their further implementation, the manager's reflection in society is formed. It is a complex, multifaceted process that also requires appropriate professional education (training) and does not bypass the use of archetypal management.

Keywords: archetypes, archetypal approach, public management, management, training, education, management traditions.

ТРАДИЦІЯ Й ІННОВАЦІЯ У ПІДГОТОВЦІ КАДРІВ ДЛЯ ПУБЛІЧНОГО УПРАВЛІННЯ (АРХЕТИПНИЙ ПІДХІД)

Анотація. Вивчення глибинних, архетипових виявів особи, сприяє пізнанню й оволодінню природою глобальних змін, закладає передумови для розробки і впровадження адекватних сучасності ефективних практик державного управління. Реконструкція архетипів є актуальним і перспективним підходом, який допомагає шляхом трансформації символів минулого тлумачити певні суспільно-політичні процеси сучасності.

Проблема людського чинника в управлінні пов'язана з прагненням людини до певної мети і її досягнення. У зв'язку з цим, важливим є з'ясування основних складових діяльності управлінця: мотивів, мети, планування діяльності, опрацювання поточної інформації, оперативного ухвалення рішень і дії, перевірки результатів і корекції дій. Формування інноваційно-орієнтованої вітчизняної системи підготовки управлінських кадрів є невідкладною потребою сучасного суспільства. Важливою і невід'ємною складовою цієї системи є ВНЗ, які пропонують студентам цикл курсів управлінського напряму. Кінцевою метою підготовки управлінських кадрів мають стати формування стратегічного мислення, здібності мислити творчо і можливості працювати в ширшій перспективі. Управлінські дії потребують розумного використання людських ресурсів в управлінні, а недбале ставлення до них може спричинити ескалацію (загострення) конфліктів, плинність кадрів, зниження ефективності, рівня замотивованості тощо.

Сучасність потребує публічних діячів нового покоління, управлінців, які здатні не лише розібратися із складовими політичної арени і приймати ефективні рішення, а і дати адекватну оцінку собі. Це означає, що є відповідь на питання, хто і який я, яка моя мета. Залежно від наданих відповідей і подальшої їх реалізації і формується відображення управлінця

в суспільстві. Це складний, багатогранний процес, який вимагає і відповідної професійної освіти (навчання) і не обходить застосування архетипного менеджменту.

Ключові слова: архетипи, архетипний підхід, публічне управління, управлінські кадри, підготовка кадрів, система освіти, традиції управління.

ТРАДИЦИЯ И ИННОВАЦИЯ В ПОДГОТОВКЕ КАДРОВ ДЛЯ ПУБЛИЧНОГО УПРАВЛЕНИЯ (АРХЕТИПИЧЕСКИЙ ПОДХОД)

Аннотация. Изучение глубинных, архетипных проявлений личности, способствует познанию и овладению природой глобальных изменений, закладывает предпосылки для разработки и внедрения адекватных современности эффективных практик государственного управления. Реконструкция архетипов является актуальным и перспективным подходом, который помогает путем трансформации символов прошлого толковать определенные общественно-политические процессы современности.

Проблема человеческого фактора в управлении связана со стремлением человека к определенной цели и ее достижению. В связи с этим важным является выяснение основных составляющих деятельности управленца: мотивов, целей, планирование деятельности, обработка текущей информации, оперативного принятия решений и действия, проверки результатов и коррекции действий. Формирование инновационно-ориентированной отечественной системы подготовки управленческих кадров является неотложной потребностью современного общества. Важной и неотъемлемой составной этой системы являются вузы, которые предлагают студентам цикл курсов управленческого направления. Конечной целью подготовки управленческих кадров должно стать формирование стратегического мышления, способности мыслить творчески и возможности работать в более широкой перспективе. Управленческие действия требуют разумного использования человеческих ресурсов в управлении, а небрежное отношение к ним может привести к эскалации (обострению) конфликтов, текучести кадров, снижению эффективности и уровня мотивированности и т. д.

Современность требует публичных деятелей нового поколения, управленцев, которые способны не только разобраться с составляющими политической арены и принимать эффективные решения, а и дать адекватную оценку себе. Это означает, что есть ответ на вопрос, кто и какой я, какова моя цель и роль. В зависимости от полученных ответов и последующей их реализации и формируется восприятие управленца в обществе. Это сложный, многогранный процесс, который требует соответствующего профессионального образования (обучения) и не обходится без применения архетипного менеджмента.

Ключевые слова: архетипы, архетипический подход, публичное управление, управленческие кадры, подготовка кадров, система образования, традиции управления.

Formulation of the problem. Recently, the concept and practice of management of changes has become very popular among various organizations. Changes have become our constant companions, so the ability to manage change is an objective requirement of the time, a vital necessity in order to survive, adapt to new conditions and try to move to a new qualitative level of development of our country.

One of the priority is the reform in the field of public administration. So, for example, with the adoption of the Law of Ukraine "On Public Service" [1], the number of civil servants was significantly reduced, and employees of foster care appeared; there is a distribution of civil servants (categories "A", "B" and "C"); there is a gradual transition to greater publicity, openness, and professionalism of the civil service; The necessity of introducing personnel management services is emphasized, as well as the fact that the future of effective public service is in the hands of strong, intelligent, professional leaders who are endowed not only with charisma, but also skillfully mastered with new managerial approaches.

Today, one of the key tasks faced the entire sphere of public service, the election of leaders in such areas of reform in order to act right, and the managers of various levels of public administration are faced the task of doing these things correctly, in particular, to understand the essence of the changes, their need and to be able to manage them .

Analysis of recent publications on issues and identification of previously unresolved parts of a common problem. The issue of staffing and the specificity of managerial work in particular was considered by such scientists as R. Ackoff, I. Ansoff, G Becker, P. Drucker, G. Mintzberg, E. Toffler, A. Chandler, T. Schulz. Among Ukrainian scientists who paid attention to this issue, S. I. Bandur, V. F. Besedin, D. P. Goddess, I. K. Bondar, A. S. Galchinsky, V. M. Geyets, M. I. Nizhny, A. M. Kolot, Yu. M. Krasnov, E. M. Libanova, I. I. Lukinov, E. G. Panchenko, N. G. Chumachenko, A. A. Chukhno and others should be mentioned. In accordance with a research strategy, the role of the managerial elite in society and the development economy was considered by such Russian researchers as M. Afanasyev, G. Ashin, A. Gaman-Golutvinova, S. Glazyev, Yu. Levada, E. Okhotsky, V. Ledyaev, T. Zaslavskaya and others. Scientists raised the issue of archetypes of public administration, but almost no attention was paid to training personnel for this area [2].

These scholars and other researchers have paid much attention to solving the problem of training personnel for public administration, but this problem remains unresolved. In addition, significant changes in this area and administrative reform, which are being implemented in almost all sectors and sectors of the national economy, require rethinking and reforming the system of proposed measures.

The purpose of the article. The article is devoted to proving the need to abandon the traditional forms of training managerial personnel for the public administration sphere and an innovative approach to assessing the competencies of managerial personnel, taking into consideration the archetypical paradigm.

Statement of the main research material. Archetypes, according to Jung's theory, are universal inborn mental structures that build up the content of the collective unconscious. Archetypes make people perceive events, react and respond to them in a very specific way. Archetypes are unconscious. The process of awareness of these innate patterns is the essence of individualization of the person, which leads to the formation of a mature attitude towards oneself and the world, the construction of harmonious relationships with other people, overcoming crisis conditions [3]. Archetypes create an archetypical image, attracting to certain variants of the universal experience of the world for people and actions from universal templates. Archetypes have the properties of matrices, "mental instincts." The entire individual psyche, all personal experiences can be interpreted using archetypical forms.

According to many followers of C. Jung, an understanding of the complexity of socio-historical experience and cultural values of society through the archetypical component is a fundamental point for an adequate perception of the discourse of any constant practices of our time. Management activity always involves the initiative and creativity of subjects and objects of management.

The modern concept of the category "managerial personnel" reflects the main features of their activities, namely:

• the need for high qualifications, initiative and independence of managers;

• personal formation with a clearly defined goal, aspirations and beliefs;

• the ability to adapt their leadership style and management approaches, taking into consideration various production conditions and microclimate in the organization [4, p. 57].

These features of the activities of modern management employees initiate the implementation of the basic general management functions in the daily working process.

Young managers, falling into the mythological trap of public service, build their actions and relationships on illusory material, they expect the impossible from life. The sense of reality is destroyed, replaced by mythological images. The danger of such a replacement also lies in the fact that a person is distracted from the understanding that perfection is achieved in life supplying effort and training, overcoming difficulties, gaining experience. The myth takes away from the reality of everyday life, including financial difficulties, and the need to be engaged in self-development, continuous self-improvement, work overtime, with career development, all these items are the urgent problems, especially in today's crises. Difficulties are to be overcome with the help of mutual understanding, respect for each other's interests, otherwise disappointment and further professional burnout are inevitable.

The qualities of managerial staff, such as professional competence, the ability to make effective decisions and ensure their implementation, mastery of modern technologies, the desire to improve themselves and career development, depend on the dynamism and successful development of the managed sphere. New realities require managers at all levels of public administration to

be able to find innovative solutions, to defend their views, to be flexible, communicative, and highly qualified specialists.

It should be emphasized that the main function of such a system should be thorough training of managers, and not the professional development of managers. This will allow to realize conceptual uniformity in understanding the goals and objectives of training, to achieve a synergistic effect, having got the results from the study of individual organizational and managerial disciplines, while this combined process will lead to a qualitatively new knowledge system regarding management theory and practice, supplying resources for further economic growth in the country [5].

Features of the modern organization of training management personnel in the field of public administration are reasoned by the fact that such training has certain differences from traditional academic education. Since the management personnel training system is not just the acquisition of new knowledge, acquaintance with new information and technological capabilities and solutions, first of all, it is the creation of a sustainable management competency system. This system consists of attitudes and values, taking into consideration modern theoretical concepts of management, practical skills, which are to contribute to the efficiency of management through optimal management decisions, increase labor productivity, increase labor efficiency, achieve sustainable development and economic growth.

It should be noted that many modern managers have not received special training in the field of management and, accordingly, conduct management activities, guided by intuition and the method of samples, without using modern knowledge in the field of management [6]. Therefore, it is necessary to attach special importance to the training of the existing management team, since the development of innovation-oriented management in the country is impossible without leaders who have modern knowledge of the effective development and adoption of managerial decisions.

Continuous professional training of managerial personnel should become one of the priority areas of personnel policy and should be carried out with the aim of increasing the efficiency and quality of labor, constant growth in the level of professionalism, mastery of new management methods and skills in an innovation-oriented economy.

Over the course of all labor activity, in accordance with the periodicity established for each category of persons, professional development should be carried out in order to update the theoretical and practical knowledge and skills of managers and specialists in accordance with the constantly growing requirements of state educational standards and management development features.

Being based on the goals, this process should include the following types of training:

- short-term thematic training on a specific type of activity (introduction of new technologies, solving economic and other issues);
- thematic and problematic seminars on scientific, technical, technological, socio-economic and other problems;

• Long-term training of managers and specialists for an in-depth study of urgent problems of science, engineering, technology, socio-economic and other problems in the profile of professional activity;

• internship to consolidate professional knowledge in practice, obtained as a result of theoretical training, to study best practices and to realize the possibility of moving to senior positions;

• vocational training, the purpose of which is to obtain additional knowledge, skills and abilities by managers and specialists in programs that include the study of individual subjects, sections of science, engineering and technology, necessary for the implementation of new professional activities.

The next step in the system of continuing professional education is the annual training of managerial personnel in order to familiarize them with new equipment and advanced technologies, effective methods of analysis, rule-making and personnel management, etc.

The form of preparation of managerial personnel is based on the purpose and content of the activity programs: with separation from work (full-time), without separation from work (correspondence, evening), with partial separation from work (full-time and part-time), in the form of self-education, external studies.

Training is aimed at the development of skills necessary for managers to effectively carry out their duties in the future. In practice, systematic training programs are most often used to prepare managers for career advancement [2].

In general, the training of management personnel should be aimed at solving the following problems:

• preparation for the effective solution of new tasks that will need to be fulfilled in the near future;

• deepening knowledge in the field of management and developing managerial skills necessary for effective practical application in solving daily tasks;

• rethinking of old experience, the formation of new approaches to work, new attitudes that can ensure success in changing conditions;

• the development of the leaders` statements that contribute to the increase of: individual labor efficiency, productive interaction with subordinates and the successful achievement of the goals of the definite units and the management body as a whole.

The management training system should be based on the following principles:

1. The content of the training should correspond to the objectives of the governing body. A lot of problems arise due to the fact that the outdated amount of knowledge that managers have is not able to solve complex issues in an ever-changing environment effectively.

2. The content of management training should be closely related to the nature of the functioning and structure of the management body. Today, it is common practice to define a set of requirements for managers, which is used in the selection and appointment on the basis of their “managerial competencies.” These requirements should be closely related to the providing the continuing education, since the development of managerial competencies

leads to an increase of the quality of management and the level of competitiveness.

3. The managerial staff in the field of public administration should be able to solve not only organizational problems, but also know deeply and understand the foundations of such disciplines as economics, management, the basics of law, finance and marketing. The experience of foreign countries indicates that the achievement of high results and the effectiveness of the implementation of public administration functions is largely determined by the organizational culture of managers, their ability to form a desire inside the team to be a real team, the ability to mobilize the efforts of each employee to achieve and set goals professionally.

4. The focus of the managerial staff on the constant updating of their knowledge and competencies.

In many post-Soviet countries the final idea about main factors which ensure effective management in a post-industrial economy such as the reform of the management structure, a significant increase in the social and functional competence of managerial personnel, and the ability to adapt the strategy to rapidly changing environmental conditions, ability to inspire subordinates, ability to recognize and develop creative potential of employees, a private initiative and nuchkist in decision-making has not been accomplished yet. While the processes of European integration cover more and more spheres of life, a quality management education should play a leading role in these areas. The strategic goal of training managerial personnel should be based on the formation of a managerial potential capable of ensuring the development of effective management in all sectors and spheres of the national economy.

In the regional state administration, the diagnosis "Management of changes in public authorities" was carried out. The survey involved both government officials and their leaders. According to the age criterion, respondents were grouped into 4 groups: up to 30 years old, up to 40 years old, up to 49 years old, from 50 years old and above. The questionnaire asked questions about how respondents understand the changes, how they relate to them, having highlighted the reasons for resistance to changes, which qualities should the leader possess and which approaches are most successful from the point of view of change management [7].

The vast majority of respondents (70 %) were unable to give at least some definition or present their own understanding of the concept of "changes in public authorities". 30 % of respondents consider changes as an impetus to a specific action. About 80 % of the people who took part in the survey are positive about the changes and only 20 % have an ambivalent attitude towards them, depending on the consequences.

Most often, respondents chose the following as reasons for resistance to changes:

• Concerns about losses due to changes;

• lack of resources and time to implement changes (by the way, this reason was chosen by employees with intensive workload and a high level of responsibility);

• lack of information on the introduced changes;

• resistance imposed from the outside;

• a threat to social relations that were established at work: 8 % of respondents said that they do not resist change, but take it for granted (these were people, mostly from 50 years old, they have been working in government bodies for more than 20 years).

While being asked what a leader should be for effective implementation and change management, almost 60 % of respondents believe that a leader should be a good manager; 30 % believe that a leader should be a leader, and only 10 % — that a leader should combine both leadership qualities and be a good manager.

The most successful approaches to change management are considered to be such parts of managerial process as assistance, support and motivation, information and communication, participation and interest, that is, soft, democratic methods. Respondents do not consider such methods as cooptation and manipulation, explicit and implicit coercion effective. However, the method of negotiations and agreements, which also did not find its supporters among the respondents, in our opinion, would be useful, in particular, for managers and employees who are aimed at cooperating on a partnership basis, and do not take the principle of hierarchy as a basis, strict submission.

For example, the archetype of the Great Mother belongs to the female archetypes . Most often there is a desire to influence other people, employees at work. Lack of ability to find a compromise and confidence in their unquestioning correctness in everything provides rise to an imperative, which the environment must follow. The archetype can manifest itself with different strengths and in different ways — from the usual desire for dominance to the imposition of an "only right" point of view and hypertrophic uncompromisingness. If such a woman leader identifies herself with Mother Earth and Mother Nature, especially grave consequences arise. The archetypes of the Old Sage and Great Mother produce ideas of greatness [8].

Analyzing the aspects that contribute to the process of introducing changes in terms of their effectiveness and "painlessness" for participants, it is worth noting that the most significant points among the respondents were: the provision of certain guarantees (for example, maintaining a job, wages, social status, etc.), involvement in the process of change, the presence of a strong and competent leader who implements the changes, as well as support and motivation provided by leader.

An analysis of the results having obtained during the diagnosis "Management of changes in public authorities" demonstrated certain patterns in the choice of answer options for a particular age category of respondents. For example, civil servants over 40 years of age prefer certain guarantees upon change; respondents under 35 years old want to be involved in the process of change and be able to influence the final results. Questionnaire participants up to 30 years old, as a rule, chose not one, but several aspects and emphasized the desire to be active participants in the changes, the need of a strong and competent leader, as well

as support and motivation provided by leader in implementing the changes.

So, taking into consideration all mentioned above, we came to the conclusion that the concept of change remains quite vague and unclear for many respondents, although 80 % consciously or intuitively take changes positively, noting the effect of novelty and an impetus to actions in them. This is due to the low level of awareness of changes and change management in general.

Today, in order to provide successful preparation and implementation of changes, an important task is to teach managers in government bodies to understand the essence of changes, their basic properties, to contribute to the formation of leadership forwardness for changes, to learn to master the methods, forms of change management, resistance management, etc. [9]. In turn, the task of managers is to involve this knowledge into practice and pass it to their employees so that the latter learn to apply it on an individual level [10]. At the same time, drastic measures should not be taken, because the experience of China shows that the millennial traditions of governing the country contribute to unlocking the potential for global leadership of this country.

For this, it would be advisable to develop appropriate educational programs, trainings and introduce the practice of their implementation among leaders and employees of public authorities. Carrying out such events will allow employees of these authorities to gain knowledge and skills in managing change, will help reduce stress and conflicts in the professional environment, prevent professional emotional burnout, improve the microclimate in organizations and promote better interaction between managers and employees, between employees of various organizations and institutions. At the moment, such training programs in this regional state administration have not been conducted.

The advancement of Ukrainian society is impossible without high spirituality, morality and professionalism as the elite becomes incapable of fulfilling its function of a "guide" for a better, worthy future. In this regard, statesmen should act in the forefront of the revival of domestic traditions and activate the archetypes of collegiality, kind, faith, hope, love, kindness and a patriotic spirit [11].

Conclusions and prospects for further research. In the context of the transformation of political, economic and social relations in modern Ukraine, the issues of training new staff of government and political figures are of particular importance. The current training systems, both in form and in content, do not always correspond to the needs of society. At present, the system of training managerial personnel largely does not correspond to social realities; it is imperfect and fragmented. The archetypical approach contains a powerful potential for targeted impact on the training of qualified personnel using a system of levers and methods for regulating the quality of training of specialists for government. It is advisable to carry out further studies in the aspect of determining the development criteria for workers in the public administration sphere according to the main groups of archetypes.

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