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## Change policy as “the new anti-burnout psychology” for teachers

*A possibility to apply a change policy to counteract the syndrome of the professional burnout of teachers is presented in the article. The factors, promoting such change within the proceeding the individual movement / educational organization to the optimal functioning under the modern circumstances are analyzed.*

**Key words:** *psychological stability, adaptation to change, lean-thinking, individual development, self-realization.*

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## Політика змін як «нова психологія антивигорання» педагогів

*У статті представлено можливість застосування політики змін для протидії синдрому професійного вигорання педагога. Проаналізовано чинники, що сприяють таким змінам та їх протіканню в процесі руху особистості / освітньої організації до оптимальної діяльності в сучасних умовах.*

**Ключові слова:** *психологічна стійкість, адаптація до змін, лін-мислення, особистісний розвиток, самоактуалізація.*

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## Политика изменений как «новая психология антивыгорания» педагогов

*В статье представлена возможность применения политики изменений в противостоянии синдрому профессионального выгорания педагога. Проанализированы факторы, способствующие*

щие таким изменениям и их протеканию в процессе движения личности / образовательной организации к оптимальной деятельности в современных условиях.

**Ключевые слова:** психологическая стойкость, адаптация к изменениям, лин-мышление, личностное развитие, самоактуализация.

### **Problem Statement**

In view of the professional pedagogical conformity with the demands of the present, the ability or disability of the educational specialist to cope with them in the best way is on the agenda that is to be competitive on the market of the educational services. The research of the professional burnout of teachers requires a readiness for change that is a matter of the requirements of the postindustrial stage of society's development simultaneously with the individual change. Meaning that the teacher should be determined in many-sided life for the sake of the personal progress taking into consideration and realizing all internal and external influences that need to be changed.

### **Research Publications**

A lot of authors investigated the problem of the necessity to be arranged for change that takes place in the society and to be changed accordingly from the point of the change phenomenon (S. Sarason), general features of the self-generated change model (P. Emtrom), field of actions to be changed (Bernard Shapiro), managing the unknown (R. Stacey), breakpoint and beyond (G. Land, B. Jarman), flow of events (M. Csikszentmihalyi), managing on the edge (R. Pascale), (non)-susceptible in real life (Nasim Nicholas Taleb), changing the essence (R. Beckhard, W. Prichard), lean-thinking (Mike Rother, John Shook), the challenge of organizational change (Kanter, Stein and Jike), liberation management (T. Peters), transactional analysis (M. James, D. Jongward), the critical path to corporate renewal (M. Beer, R. Eisenstat, B. Spector), change strategies (A. Hargreaves), management (Itzhak Adizes, Richard Koch), change forces and probing the depths of educational reform (M. Fullan), the ability to see business processes and create value with loss reduction (Mike Rother, John Shook), philosophical anthropology (Ya. L. Moreno), the secret

of achieving more at a lower cost (Richard Koch), an example of an integrated policy and activity (David Crandal, Suzan Lyuks-Horsli), the experience of international change (Perr Dahlin), experience of success (B. Tracy, J. Erickson) et al.

### **Previously Unsolved Parts of the General Problem**

The proposed change policy is an incitement for searching the outlined matter in accordance with its actuality being the embodiment of "the new anti-burnout psychology" for teachers.

**The Purpose of the Article is** the outlining a change policy into "the new anti-burnout psychology" for teachers.

### **The Main Material**

During the period of the reformative change the processes connected with the resistance to such change and a search for the mechanisms to resist it acquires great significance. Especially it concerns the problem of the professional burnout of teachers that is many-sided and requires uncommon solutions. The adherence by the educational specialists to the change policy as "the new anti-burnout psychology" for teachers will become some break.

The psychological stability of the subject is a process of self-regulation and self-control within the carrying out of some tasks for some inquiry during the different stages and it is displayed to be changed individually as the effective mechanism under the circumstances of uncertainty. A priori, the change promotes the individual self-perfection within the process of self-assessment and represents some self-generated model able for self-restoration. Meaning some further result the personality has to realize some risks and the force to overcome them. The personal ability to manage the change as the flow of the optimal experience's verification will become the integral factor during the period of self-orga-

nization. It means some values to be gained by force of their priority according to the corresponding content. The personal successful promotion like the individual growth and so on may become such kind of the content.

The success is determined with the process of change from the point of the change's improvement and the skilled individual / organization's self-perfection during the process of self-education defining the new strategies and skills, firmness to achieve it [1]. There is a necessity to combine the laws of thinking with some purposes for optimal activity. By B. Tracy:

1. The organization of purposes gives you a control – the law of the control.

2. You believe you'll gain the purposes only in case of your readiness – the law of belief.

3. You expect when the wished becomes real – the law of expectations.

4. You attract people and possibilities that will promote the achievement of your purpose – the law of attraction.

5. Everything that happens inside of your internal world is reflected in the achievement of your purpose – the law of conformity.

6. The law of super-conscious activity is a matter for the release of the energy, ideas and personal potential (increased self-esteem, self-assurance) directed on the achievement of the purpose [1].

The basic change's indicator is presented by its unplanned and unforeseen result. By M. Fullan, the source of the difficulties is the way for their overcoming with some informative measures like reflective experience and aspiration but not owing to the reflex of the flock and which should be operated correctly, namely, to manage this process [2].

According to Mike Rother and John Shook change management includes the ability to see the values' flow helpful to define the peculiarities of the processes and ways for the rise of some losses based on the lean-thinking: 1) any crisis-ridden situation determines the stimulation for the personal / organizational transformation to be changed with the help of some experience (learning ability); 2) any activity consuming the resources with-

out any value's creation for the consumer is acceptable; 3) on the way for your "the better change" – to choose something valuable for yourself and eliminate losses at once to be astonished with a great deal possible for the very short period of time and to move toward the constant improvement for the whole process of the value's creation or a separate process to create more value with loss reduction; 4) to distinguish values from losses; 5) not only the elimination of losses but the final liquidation of the sources for these losses eliminating their rise. In case of aggressive action (to say – ill thoughtful) one may be disappointed in the result and resort to the measures like "the elimination of the weak points" (based on the Theory of limitation) or the initiative of Six Sigma (directed on the most obvious problems of the quality being important for the personality / organization). Such management is effective provided that the following methods will be used: 1) the map-instrument (mapping the improvement of the flow for the value from the current to the future state); 2) the identification of every process within the flow and the formation of the complete process according to the principles of the lean-thinking [3].

The policy of the individual interrelations is aimed at the application of the new methods of self-cognition on the way to some change like [4]: 1) cross-transactions (when unexpected reaction is given to some stimulus); 2) positive contacts of communication (additional transactions determined by their purpose that are undisguised (when the reactions on the stimulus are expected and like those that may correspond it); 3) the ignoring, disrespect et al – are the examples of the negative contacts; 4) the hidden transactions including more than 2 "Self" states, since the hidden information is masked inside like socially acceptable transactions being the background of so-called role-play. The philosophical anthropology by Ya. L. Moreno is the demonstration for the theory of the simultaneous actions, creativity and psychodramatic theory of roles [5]. The authors [4] accent the possibility of some mistake in such sphere being directed as the individual Force

either carrying out expectations from the others or changing the situation in somebody's favor. The moment of the play may distort the purpose depending on the role of its participants with further manipulations etc. being possible, since often it may take away from the reality.

Transactional analysis (TA) – is a rational method allowing to be versed in behavior, based on the affirmation that any man may trust himself, think of himself, accept independent decisions and express his feelings frankly. That is the person who isn't confident taking up an argument with his internal world and the environment unlike the person who undertakes a better realization of himself and able to be changed for the greater completeness for the sake of the spiritual enrichment of his internal world. This knowledge opens the way for some opportunities for the individual behavior to be discovered. The aim for some gestalts to be used is to help people to become undisguised persons, to realize, accept, improve and unite the odd parts of his personality [4]. TA is considered: 1) as the process of obtaining, transference and avoiding the contacts with estrangement, rituals, amusements, plays, activity, sincerity being amongst them and being some gestalts to be changed into negative and positive contacts; 2) the adequate display of all “Self” states (Child, Parents, Adult) according some situation that is needed to be restrained or changed in accordance with some moment; 3) a possibility of the insights on the way to overcome the individual fears concerning some risks; 4) a freedom of choice and the individual responsibility to accept some decision; 5) conscious activization of any actions able to restrain their destructive manifestations; 6) a chance for self-development and self-actualization [4] in this regard.

Within the educational environment the system applying some means and methods directed on the accomplishment of the purpose – to grant high-quality education is in force. “The Barbell Strategy” [6] (the idea of separated extremities' combination and deviation from the middle) is actual and one among other strategies preventing the burnout. The

strategy means a full deviation avoiding any risk from one side but accepting the risk completely from another one (maximum safety plus maximum risk). Thus, the risk of the loss is lower and the risk of the catastrophe is brought to zero. Such strategy causes some losses insufficiency but not the increase of the acquirement: the decrease of the losses leads to the increase of the profit.

In case when the meant strategy doesn't work in harmony, the question about the readiness / not readiness for change and accomplishments that by A. Rend make the organization / personality to be mobilized and search for the new possibilities (the ideas of the social Darwinism) [7] arises. In connection with above-mentioned, such possibilities are the form of the presented arranged options in combination of invulnerability setting a large-scale prize from the unexpected event (some risk) being a target – in the form of the anti-rabies – as the state of the losses' decrease from the potential unconscious but not the increase of the acquirement from some known facts in fact [6]. In his turn M. Fullan (on the example of the educational reform) traces the correlation between the change inside the organization and the change within its environment (including the force and the dynamics of this change) and marks the necessity of the way out into the new phase of the mastership when the rapid advancement, some break in the way of thinking, the new sometimes simultaneous actions that are connected with them become possible. The simultaneity and non-arranged actions are considered by M. Fullan as a possibility for the creative search since they direct the process of the search for some decisions on the way of the critical thinking, the channel of “the new quality” problem solution but not avoiding it. The mission of the educational specialists according to M. Fullan, coincides with the vocation and “the moral purpose” of the society as the resistance to the ignorance and uneducated people. For all that, the author considers “the moral ecology” as another measuring of the change process to say, the discovering “the best from the best” methods, experience etc. in the quality of teaching and

positive influences on the pupils as the subjects of the learning process [2].

As the change factor M. Fullan distinguishes such personal abilities as: 1) the creation of the individual and common intentions for the problems' solutions; 2) the search for the ways and approaches; 3) the mastership; 4) the collaboration [2]. In the accomplishment of the organizational change M. Fullan points out the individual purpose of the teacher as the possibility to discover some niches for its inculcation, and what's more, the variety of the vital and the educational space needs the variety of such intentions. And taking into account the greatness of the tasks the teacher deals with – it is, accordingly, the format of the complex training with the spontaneous organization of the work, hence, the format of the efficacy of such training – since it is the embodiment of “the living effect” and “the interest” resulted in the information exchange ideas etc. Resisting the professional burnout the educational specialist has to be in the state of “the creative tension” which is a result of the personal mastership integration into our life [2]. The cases of the pedagogical participation in the innovatory measures “like site-based management, peer-coaching, mentoring, restructuring, cooperative learning, whole language etc. [2, p.53]” are significant. These abilities that guarantee the psychological stability of the personality must be developed owing to the formation of “a new knowledge” using various ideas, mobilization of the personality / organization to be crowned with success. In connection with above-mentioned, N. Taleb remarks about the urgency of the interactive systems' application that help to comprehend the compound, interactive change flow; and that are suitable for giving the assistance in the comparison of some values, turning the defeat into success [6]. In such interaction “the amalgamation” on the individual, organizational and systematized levels takes place; the coordination of the distinction; the creation of the conditions for the coexistence in changeable and stressful conditions. Under such circumstances, the amount of the released energy is five times as large as necessary for the self-organized

breaks inside the compound systems, the energy that isn't managed to be given through the models of the trial planning and change management [2; 6]. Moreover, in that case the realization of so-called “collaboration policy” or “interpersonal relations policy” is possible with reference to which M. Fullan remarks that the personal control and the collective one feed up each other in the organization. People need each other for the training and achievements. Under such circumstances, a man can't be bewildered since realizes the necessity to meet the modern requirements with all existing abilities and disabilities being involved [2].

### **Conclusions**

The dynamics and the events of the individual and social life of a man being unforeseen are the source of his development, on the one hand, and they decrease his psychological stability considerably, actualize negative emotions and feeling, de-stabilize his behavior and mental activity, on the other hand. The application of some lean-thinking technologies is one of the alternatives to prevent such state with the principle of standardization taken as a basis (the viewing of some change by the subject, the realizing of its reasons, the possibilities to eliminate its negative consequences, the avoiding of the poor knowledge and the preventing the mistakes in this regard.

Lean-thinking – as the new philosophy of the subjective development (of the separate personality) or / and of the organization (as the collective subject) – is the instrument and the criterion for the quality of such development. Lean-thinking outlines the frames for viewing of the situational development meaning the possibility / impossibility for the inculcation of some change, the realization of its advantage and risks. Lean-thinking in its mission of the critical thought is a way to achieve some purpose on the basis of the motivation that promotes the development and self-development of the personality being a subject of the creative activity.

On the way to the systematic change it is necessary to involve the biggest palette of various differences in the searching decisions

(the approaches, the strategies and so on) that will promote the growth and the successful realization for the potential of the personality

/ organization, the enrichment of the individual and collective reflection, the optimization of the change policy as “the new anti-burnout psychology” for teachers.

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