

**PSYCHOLOGICAL BARRIERS AT INNOVATIONS
PENETRATION AND A WAY OF THEIR OVERCOMING BY THE
PERSONNEL ORGANIZATION**

The effectiveness of management system is provided by the skill of heads to seize art creative application in specific situations of new principles of management.

Management technology development of the innovative process, organizations resistibility of innovations realization considering social factors, is the major scientific and technical and social problem. It's explained that on process outcome besides technical, organizational and economical forces, essential influence is rendered also with social- psychological factors.

Even in that case when the enterprise management in the whole operates properly, socially-psychological elements of resistance can be kept.

The following can be carried to the number of such elements:

- Heads do not advertise the information to reports or pass it in a tendentious type. As a result reports do not have feeling of personal participation to decision-making;
- Heads cannot be assured in correctness of accepted decisions in the necessary instant (changing processes require strong heads);
- unsteady power distribution between managers or divisions;
- low assurance in the forces;
- local interests of divisions or groups, that do not have any wish to change something and who prevent information leakage about affairs state;
- internal intensity in collective is available.

As practical experience of underproduction innovations in the various organizations shows, their success is defined finally by a condition of two groups' forces interaction which, by changing on size and direction aspire to balance each other: at first, there are forces assisting deduction in the existing system condition; secondly, there are forces aspiring it to change.

Forces revealing that assist or prevent innovations, can be realized and based

on the account of following factors: personal interests of workers; attitudes with other workers; attitudes during variations; attitudes between initiators, innovation introduction organizers and heads.

Penetration psychological barrier as a form of display of separate components or all socially-psychological enterprise climate in conditions of innovative variations represents set of actions, judgments, concepts, conclusions, in which consciously or unwittingly social-psychological states of these workers are caused by innovations penetration.

The structure of the psychological barriers which prevent innovations penetration from the point of their displaying features can be present as follows:

1. Organizational-psychological barriers arise from the innovations rejection because of their diverging from the individual value orientation. This is the most powerful influence on the behavior of the individual barrier, which eventually develops into an active and persistent negative attitudes towards innovation.

2. Social-psychological barriers are shown in structure of attitudes: the person to person, the person to group, group to group. It's important that reasons for barrier occurrence are not organizational or industrial innovations themselves, but attitudes between the people, shaped on the basis of innovations. That's why such barriers are a reaction not on innovations, but on the consequences caused by personal and group features.

3. Cognitive-psychological barriers are connected with a divergence of knowledge on subject matter of an innovation. This barrier arises not because innovations are badly finished to the executor or the information on innovation essence, but because the executor is generated as the expert on the basis of other theoretical and practical knowledge, i.e. on another paradigmatic basis.

It is possible to allocate the following reasons for psychological barrier on innovation way, such as:

- economical (absence in sufficient volume of necessary resources – material, financial, labour, etc.);
- technical (characteristics of available materials, the equipment, devices, etc., which mismatch requirements of innovations);
- organizational-psychological (for example, it is unknown how to organize sequential innovation penetration and operation);
- professional-qualifying (for example, there are no workers with necessary

experience and a skill level in collective);

- organizational- administrative (for example, there is no effective way for coordination of different business units interests in the whole entity);

- psychological (for example, the habit of workers to feel, think and operate in strictly certain way to consider the personal opinion as it is unique proper, aspiration to judge about new by analogy with old).

Generally psychological barriers are the finishing phase of forming the attitude to innovations. This process occurs only in the case where the implementation of innovations doesn't take into account the needs and abilities of a person as executor of innovations. For localization of barriers, variations of the attitude for an innovation are required emergency measures and are used mechanisms with increase of the importance of spurs (mainly material) for the innovation executor. The possibility of a conflict increases because of barriers, which are especially typical in the relations between the head - performer.

For successful management in innovations processes it is necessary to study different psychological barriers at each specific stage of innovations: development, introductions, functioning of an innovation. This should be done in each enterprise department of the regardless of whether the team itself has developed and implemented an innovation or it been penetrated from the outside and the team is only its user. The effectiveness of management system is provided with skill of heads to seize art of creative application in specific situations of new management principles. It is necessary for the innovations initiator and for heads of business units in which they are carried out to show the intent attention for psychological barrier studying and active use all possibilities of regulation which they have. The head should realize clearly, that any innovation infringes on interests, valuable orientations and installations of people, as well as those collectives on which they work. Therefore, for efficiency improvements process increasing it is necessary to realize what interests, values, etc. will change under the innovation influence at the stage of formulation of the problem of innovation, what is the content of future change, how to use the upcoming changes for the better regulation of innovation processes.