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## **MAKING A MANAGERIAL DECISION IN THE CONTEXT OF INTERACTION OF COLLECTIVE CONSCIOUS AND UNCONSCIOUS IN CONDITIONS OF A DYNAMIC ENVIRONMENT**

**Abstract.** The article considers making of managerial decisions based on the analysis of interaction of collective conscious and unconscious in a dynamic environment. Collective conscious and unconscious represent divergent and convergent processes in thinking. Collective consciousness has a reflection that provides feedback and new ideas. Collective unconscious resists changing and stabilizes the social system.

The results of the analysis of interaction of collective conscious and unconscious in a dynamic environment show the following: this interaction is variable

and depends on balance between the social system and the environment; it focuses on thinking that aims to preserve the system through its resistance or adaptation to the environment depending on the critical state of the social system. Also, the synergistic effect of coordinated work of elements of the social system can provide energy for change. In conditions of reduced balance, a metal part of the social system in the form of a set of archetypes as patterns of thinking may need to be revised to make decisions that will restore balance.

Monitoring of interaction of collective conscious and unconscious is important for managing and planning of development of the social system. To determine this interaction, tools such as the coefficient of dynamic equilibrium, the methodical toolkit of socio-psychological thinking are proposed.

Due to the fact that interaction of collective conscious and unconscious does not always correspond to the situation in which the social system is, there is a need to control this process. Therefore, the task of public administration is to create conditions in which interaction of collective conscious and unconscious in thinking will work to solve problems, rather than focus on outdated beliefs that do not contribute to appropriate managerial decisions. It can be done by immersing the social system in certain scenarios and using attractors that will initiate interaction in a desired direction.

In general, public administration should create conditions that will make the social system "smart." It can be achieved through the cooperation of the state authority with the civil society, decentralization and delegation of power from the state authority to the civil society, establishing trust and understanding based on a common goal and efforts.

**Keywords:** collective conscious, unconscious, archetypes, managerial decision, public administration, system, environment, balance.

### **ПРИЙНЯТТЯ УПРАВЛІНСЬКОГО РІШЕННЯ В КОНТЕКСТІ ВЗАЄМОДІЇ КОЛЕКТИВНОГО СВІДОМОГО ТА НЕСВІДОМОГО В УМОВАХ ДИНАМІЧНОГО СЕРЕДОВИЩА**

**Анотація.** Розглядається прийняття управлінського рішення на основі аналізу взаємодії колективного свідомого та несвідомого в умовах динамічного середовища. Колективне свідоме та несвідоме представляють дивергентний та конвергентний процеси мислення. Колективне свідоме має рефлексію, яка забезпечує зворотній зв'язок та нові ідеї. Колективне несвідоме створює опір до змін та стабілізує соціальну систему.

Результати аналізу взаємодії колективного свідомого та несвідомого в умовах динамічного середовища показують, що ця взаємодія є змінною та залежить від рівноваги між соціальною системою та середовищем, вона спрямована на мислення, яке спрямоване на збереження системи через її опір або адаптацію до середовища залежно від критичності стану соціальної системи. Також синергетичний ефект від узгодженої роботи елементів соціальної системи може давати енергію для змін. В умовах зниження рівноваги метална складова соціальної системи у вигляді набору архетипів як шабло-

нів мислення може вимагати перегляду для прийняття рішень, які відновлять рівновагу.

Моніторинг взаємодії колективного свідомого та несвідомого є важливим для управління і планування розвитку соціальної системи. Для визначення цієї взаємодії запропоновано такі інструменти, як коефіцієнт динамічної рівноваги, методичний інструментарій соціально-психологічного мислення.

З причини того, що взаємодія колективного свідомого та несвідомого не завжди відповідає ситуації, в якій знаходиться соціальна система, існує потреба в контролі цього процесу. Тому завданням публічного управління стає створення умов, в яких взаємодія колективного свідомого та несвідомого в мисленні буде працювати для вирішення проблем, а не спиратись на застарілі переконання, які не сприяють прийняттю відповідних управлінських рішень. Це можливо робити за допомогою занурення соціальної системи в певні сценарії та використання атракторів, які будуть ініціювати взаємодію в необхідному напрямі.

Публічне управління сприятиме створенню умов, які зроблять соціальну систему “розумною”. Це можливо досягти через співпрацю державної влади з громадянським суспільством, децентралізацію та делегування владних повноважень від державної влади до громадянського суспільства, встановлення довіри та порозуміння на основі єдиної мети та зусиль.

**Ключові слова:** колективне свідоме, несвідоме, архетипи, управлінське рішення, публічне управління, система, середовище, рівновага.

## **ПРИНЯТИЕ УПРАВЛЕНЧЕСКОГО РЕШЕНИЯ В КОНТЕКСТЕ ВЗАИМОДЕЙСТВИЯ КОЛЛЕКТИВНОГО СОЗНАТЕЛЬНОГО И БЕССОЗНАТЕЛЬНОГО В УСЛОВИЯХ ДИНАМИЧЕСКОЙ СРЕДЫ**

**Аннотация.** Рассматривается принятие управленческого решения на основе анализа взаимодействия коллективного сознательного и бессознательного в условиях динамичной среды. Коллективное сознательное и бессознательное представляют дивергентный и конвергентный процессы мышления. Коллективное сознательное имеет рефлексию, которая обеспечивает обратную связь и новые идеи. Коллективное бессознательное создает сопротивление изменениям и стабилизирует социальную систему.

Результаты анализа взаимодействия коллективного сознательного и бессознательного в условиях динамичной среды показывают, что это взаимодействие является переменной и зависит от равновесия между социальной системой и средой; она направлена на мышление, которое нацелено на сохранение системы через ее сопротивление или адаптацию к среде в зависимости от критичности состояния социальной системы. Также синергетический эффект от согласованной работы элементов социальной системы может давать энергию для изменений. В условиях снижения равновесия метателная составляющая социальной системы в виде набора архетипов как шаблонов

мышления может потребовать пересмотра для принятия решений, которые восстановят равновесие.

Для управления и планирования развития социальной системы предложены инструменты определения взаимодействия коллективного сознательного и бессознательного, такие как коэффициент динамического равновесия, методический инструментарий социально-психологического мышления.

В виду того, что взаимодействие коллективного сознательного и бессознательного не всегда соответствует ситуации, в который находится социальная система, существует потребность в контроле этого процесса. Поэтому задачей публичного управления становится формирование условий, в которых взаимодействие коллективного сознательного и бессознательного в мышлении будет работать на решение проблем, а не опираться на устаревшие убеждения, которые не способствуют принятию актуальных управленческих решений. Это возможно сделать с помощью погружения социальной системы в определенные сценарии и использования аттракторов, которые будут инициировать взаимодействие в необходимом направлении.

Публичное управление должно создать условия, которые сделают социальную систему “умной”. Это возможно достичь через сотрудничество государственной власти с гражданским обществом, децентрализации и делегирования властных полномочий представителя власти к гражданскому обществу, установления доверия и взаимопонимания на основе единой цели и усилий.

**Ключевые слова:** коллективное сознательное, бессознательное, архетипы, управленческое решение, публичное управление, система, среда, равновесие.

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**Problem statement.** Ensuring sustainable development of the social system of Ukraine is complicated by the dynamic and complex environment that is currently being shaped by technological innovations, geopolitical changes and globalization. In these circumstances, the issue of making of a right and timely managerial decision becomes crucial because any delay in adaptation of the social system to the environment can lead to a significant decline in its effectiveness or destruction.

The social system (system) has to be sensitive, stable and effective at the

same time. To ensure this, public administration has to make the system “smart” by making necessary managerial decisions based on cooperation between the state authority and the civil society. Collective conscious, individual and collective unconscious are involved in the decision-making process. They constantly interact and form thinking.

Today in Ukraine, public administration is in a situation of the paradox that lies in the need to change the mental part of the social system, practical complexity to influence the collective

conscious and impossibility to influence the collective unconscious. To solve this problem, it is necessary to analyze interaction of collective conscious and unconscious in a dynamic environment to make necessary managerial decisions.

**Analysis of the recent research and publications.** Decision-making is based on thinking that has always interested people and has been explained as something “divine.” The term “unconscious” as a mental phenomenon was officially introduced by S. Freud. He posed the problem of the interaction of the conscious and the unconscious, but underestimated the idea of a synergetic aspect of this relationship. In contrast to S. Freud, C. Jung and D. Uznadze understood the unconscious and the conscious not as two different systems, but as two aspects of one system.

V. Leibin emphasizes, “if S. Freud appealed to the unconscious mental, then C. Jung distinguished between the individual (private) unconscious, which contains sensory complexes, and the collective (above private) unconscious, which is a deep part of the psyche, which is not individual acquisition of man and owes its existence to ‘exclusively inheritance,’ which manifests itself in the form of archetypes that act as a ‘model and pattern of instinctive behavior’” [1, p. 38]. D. Uznadze also stated that “our conscious experiences may be under a certain influence of our attitudes, which in turn are not the contents of our conscious” [2, p. 40].

C. Jung substantiated the terms of collective conscious, individual and collective unconscious and considered them in connection as “soul integrity.” He believed that “the consciousness is

an ephemeral phenomenon that carries out all the urgent adaptations and orientations, from which its work is likely to be compared with orientation in the space.” The unconscious is based on archetypes that represent “forms or images of collective nature that arise almost all over the Earth as part of myths and, at the same time, as individual products of the unconscious...[forms and images] have an imprint and are fixed in our psyche” [3, p. 50]. According to C. Jung, archetypes are “patterns of behavior” that are inherent in every person. Also, the collective unconscious is the source of forces of the soul, and an archetype combines forms and categories that set the soul in motion [4].

Connection of thinking, as the interaction of collective conscious and unconscious, with the imaginary can be found in the concept of “imager” that was proposed by J. Durand [5] and consists of three components: 1) *the one*, who imagines, 2) of *what* is imagined and 3) *the process* of imagination itself. J. Durand divided thinking into the world of reason and dreaming. He built a model where everything rational is subordinated to the irrational, where the logos flows from myth.

There is imagination between the mind and the outside world. The imaginary is what distorts the perception of the object. This imaginary provides a representation based on the collective unconscious about the object and the subject.

The issue of public administration of development of the Ukrainian society on the basis of archetypes is reflected in researches of domestic scientists such as E. Afonin, O. Donchenko, O. Bala-kireva, O. Sushiy and other representa-

tives of the Ukrainian school of archetypes.

**The purpose of the article** is to consider the issue of making managerial decisions in the context of interaction of collective conscious and unconscious in order to provide successful public administration of the social system in a dynamic environment.

**The statement of basic materials.** Providing equilibrium between the system and the environment in conditions of a dynamic environment is an important aspect. In this state, the system is efficient and harmonious, because it does not spend energy on resistance to the environment. Thus, management of the social system may consist in providing of equilibrium between the system and the environment and achieving a desired goal of its development by making decisions based on understanding the system itself, the environment and establishing equilibrium between them. Public administration is in charge of these processes and aims to provide successful development of the system through making of necessary managerial decision.

In a dynamic environment, the basis of managerial decisions is interaction of collective conscious and unconscious. The results of the decision-making are changes in the social system, namely its “organizational, mental (spiritual and political), and information and communication parts that are connected and developed jointly with the help of public management” [6, p. 31].

The most important task of public administration is formation of a naturally “smart” system. This concept can be based on the interaction of the collective conscious and the unconscious

in thinking that will ensure right decisions. It is provided by participation of citizens in decision-making through trust to the state authority, feelings, freedom of speech, support of optimistic vision and a willingness to change. It can be achieved through decentralization, delegation of power from the state authority to the civil society, constant feedback and development of collective emotional intelligence.

Collective conscious, individual and collective unconscious form thinking that is involved in analysis and decision-making. Their interaction has a conflict, but in general they represent a single whole. The collective unconscious stabilizes the system and restrains changes. At the same time, the collective conscious generates changes that are necessary to adapt the system to environmental conditions. C. Jung combines the rational with the conscious [4, p. 227, 254] and the irrational with the unconscious [4, p. 177, 221]. The collective unconscious can include notions of archetypal nature such as beliefs, values, national and organizational cultures, myths, images, fairytales and legends.

The collective conscious mirrors rationality and has a reflection from the observed. The collective unconscious, based on human experience, produces ready-made templates for decision-making in the form of archetypes and has no reflection. Reflection plays a crucial role in management of the system in a dynamic environment because it is a kind of feedback that regulates development of the system depending on a purpose and outcomes in conditions of a real environment. Absence of reflection in the collective unconscious may



contribute to the fact that the system will not work effectively, for example, in conditions of a technologically and informational new environment.

Z. Sikeyvych notes that “where the rational conscious operates by analysis, logic, comparison, search for differences, verification of information and reflexive verification of its own bases, the unconscious has other tools: analogy, identification, emotions, insensitivity to contradictions, image, synthesis. There is no reflection among them that contributes to the uncontrollability of its existence” [7, p. 25]. At the same time, “the collective unconscious, which has its own internal laws of organization and ordering of the society, consisting of inherited collective experience, helps the society not to lose self-identification during social changes, which covering the social, political and cultural spheres of the society, and reorient the consciousness of social actors to certain stabilizing and destabilizing changes in the society” [8, p. 169].

The collective conscious and the unconscious form the present or the imaginary as a connection in time between the necessary (for the present) past and the desired future. Therefore, the past, the present and the future exist in their constant connection. The format of their interaction can be determined by the environment in which the system is located. The past that does not support the present loses its relevance. So is the future, which is detached from the present, is seen as unnecessary or fantasy with no practical significance. All of this forms thinking based on interaction of the collective conscious and the unconscious. The value of the past can

be determined by the need to use its experience in the future.

To analyze interaction of the collective conscious and the unconscious in thinking, psychological characteristics of the society, formed due to geopolitical situation, climatic conditions, historical experience, mentality, religion and others become important. For example, in the monitoring of the societal changes in Ukraine (1992–2018) [9, p. 270] to analyze the society are used characteristics such as: extraversion and introversion; emotionality and pragmatism; irrationality and rationality; intuitiveness and sensuality; externality and internality. These characteristics are “a kind of historical result of what has been repeated more than once in the behavior of one person and in the fate of the whole nation” [9, p. 240].

The characteristics above can take an active part in thinking and they are variable (Table). It supports the assumption that the interaction ( $R$ ) of the collective conscious and the unconscious may nonlinearly depend on the state of the system and environmental conditions, namely on the level of equilibrium between the system and the environment. This level is determined by the coefficient of dynamic equilibrium between the system and the environment ( $K_{eq}$ ) [10, p. 8] that illustrates openness of the system, its adaptability and efficiency.

$$R = f(K_{eq})$$

Nonlinearity of dependence of interaction of the collective conscious and the unconscious from the state of the system and conditions of the environmental can be explained by probable compensation of psychological charac-

### Dynamics of societal changes in Ukraine, 2002–2018

Indicator	10.2002	12.2008	12.2018
Extraversion/Introversion	19,3/27,9	38,9/20,1	35,9/18,8
Emotionality/Pragmatism	14,6/20,8	25/10,9	21,6/13,2
Irrationality/Rationality	12,2/26,4	7,9/38,3	9,0/36,6
Intuitiveness/Sensitivity	8,1/12,9	29,9/21,0	24,1/19,5
Externality/Internality	7,8/22,5	26,3/11,1	25,4/8,1

Source: "Ukrainian miracle: from depression to social optimism" [9, p. 270].

teristics by each other in their synergetic relationship, which is characteristic and unique for each system, as presented by C. Jung as "soul integrity." Interaction of the collective conscious and the unconscious continues constantly and represents a single whole, in which one complements the other depending on the state of the system and environmental conditions. The process of regulating this interaction is natural, non-linear and individual. Thus, in a crisis, lack of information and a qualitatively new problem, a person can begin to use intuition, as the unconscious, to find a solution to the problem.

The interaction of the psychological characteristics of the society should be aimed at ensuring effective development of the system, but may also act with a delay in adaptation of the system to the environment. Therefore, public management should facilitate activating those characteristics that will help to make timely decisions that will balance the system in a new environment. To do this, it is important to understand the development trend of the society and accelerate change through decentralization that J. Kotter offers [11].

According to the dynamics of societal changes in Ukraine from 2002 to 2018, there are changes in the psycho-

logical characteristics of the society depending on the state of the system and environmental conditions. For example, Table selectively shows data for 2002, 2008 and 2018 years that differ in the level of stability, satisfaction of citizens' needs and social tension in the country. Complicating of the environment and living standards (2008 – the financial crisis and 2018 – the long unresolved conflict) has led to the need for stabilization through increased extraversion, emotionality, rationality, intuition and sensitivity. During the period of relative stability (2002) there is a significant increase in introversion and pragmatism.

Indicators of extraversion, emotionality, intuition, and sensitivity may be more closely related to the collective unconscious as irrational in thinking. Rationality combines with the collective conscious and forces us to reconsider outdated beliefs, values and images, for example in the form of dismantling of Soviet monuments and banning of communist symbols. There is a substitution of some qualities by others depending on environmental conditions and a level of threats to stability of the system.

The question is to what extent the indicators of psychological characteristics contributed to making the right



decisions in order to respond to the challenges of the environment for the successful development of the system and how effectively the institutions of public administration operated in those conditions. To answer this question, it is important to pay attention to the format of development of the system and the fact that the collective conscious and the unconscious create a certain conflict, management of which can be entrusted to public administration in the context of development of the mental part of the system.

The system develops cyclically within the critical, minimum, optimal and maximum coefficients of dynamic equilibrium ( $K_{eq\ crt}$ ,  $K_{eq\ min}$ ,  $K_{eq\ opt}$  та  $K_{eq\ max}$ ) [12, p. 180]. Approaching of the state of the system to the critical  $K_{eq\ crt}$  creates conditions of unpredictability and the need for immediate change. The system naturally incorporates previous templates from the past to save itself. At the same time, the preservation of the system lies in its adaptation. As the system approaches  $K_{eq\ crt}$ , there may be an increase in the conflict between the collective conscious and the unconscious. It creates new connections that must meet needs of the system in the new environment.

It can be assumed that the mechanism of the collective unconscious begins to work more actively when the environment becomes more unpredictable and the system increases its fluctuations. It corresponds to the interval [ $K_{eq\ crt} - K_{eq\ min}$ ] under the condition when  $K_{eq}$  aspires to  $K_{eq\ crt}$ . In this interval the collective unconscious tries to stabilize the system and returns it to its previous state when the collective conscious tries to change it.

It generates a conflict between the collective conscious and the unconscious. As a result of it, the set of archetypes of the collective unconscious could be corrected. The role of public administration is to monitor the level of  $K_{eq}$  and apply the required interaction of the collective conscious and the unconscious in thinking to make the necessary managerial decisions. It is realized through the involvement of members of the system in decision-making based on trust, understanding and feedback.

The interaction of the collective conscious and the unconscious can form a certain openness of the system in relation to the environment through links between its elements, hierarchy and a degree of freedom of relations between them, which is reflected in the introversion or extraversion of the society. In 1994 O. Donchenko noted that Ukrainians are prone to individualism and closer to introverted nations, who “live not so much by their direct perceptions and impressions of reality, as ideas about it. Therefore, the events of reality, as such, affect life in an introverted society much less than the thought about this reality” [13, p. 84]. But the introversion of Ukrainians is variable over time (Table).

On the one hand, the closeness and introversion of the society confirm the dominance of collective unconscious in thinking, which restrain the system from change and can increase the tolerance threshold of Ukrainians. On the other hand, independence and free ties between the elements of the system demonstrate a mutual readiness for change when required. Thus, achievement of a certain critical state of the

system leads to understanding that some existing beliefs and values are no longer relevant because they impede problem solving. The need for changes in the system stimulates the collective conscious to get involved in the work.

The Ukrainian society is, to some extent, anarchic and open because of the increased individualism of its citizens. The concept of open or dissipative systems may be important in determining how public administration should operate depending on environmental conditions. The dissipative system is characterized by nonlinearity, self-organization and openness. I. Prigogine notes that systems with no external influence can reduce entropy. It means that a system that is in a constant environment can be structured and centralized.

“The law of increasing entropy describes a world evolving from order to disorder” [14, p. 131]. At the same time, “nonequilibrium is a source of order. Nonequilibrium leads to the order from chaos” [14, p. 287]. Thus, the concept of public management in the dynamic environment may be achievement of a desired goal and maintaining of a dynamic equilibrium that require a high level of entropy of the system in order to give a free choice for new connections among elements of the system. The interaction of the collective conscious and the unconscious is crucial in this process.

The state of the system, its structure, connections can be determined by an ability of the system for adaptation based on behavior (thinking) of its elements. In this case, the task of public administration may be to provide synergy of work of elements of the system through the understanding of each

other, which is considered by G. Haken [15] and I. Prigogine as a coordinated action of elements of a self-organized system.

Today, the reaction of the Ukrainian social system to environmental changes may be reflected in its decentralization and delegation of the state power to regional and local levels. Thus, M. Maffesoli uses the term “tribe” to characterize the tendency to increase the number of territorially scattered micro-tribal groups on the basis of a matrix of collective emotions, as well as religious spirit, closeness to nature [16, p. 40]. He argues that despite the importance of perspective and cooperation in the face of global challenges, Ukrainians feel a desire for comfort “here and now,” which is a typical logic of neo-tribes (modern tribes).

Decentralization can help break old ties and divide the system into elements that should form new ties in the system to create a synergistic effect that is needed to generate energy for change, motivate citizens and build an optimistic vision of the system development. Separation of the system into elements can make it possible to use more actively collective consciousness with reflection, as feedback, to review a set of archetypes and values in a new environment.

The collective conscious initiates and motivates change of connections of the system, but new connections are formed on the basis of archetypes as their certain combination in a new environment. So, in the context of the interaction of the conscious and the unconscious as a whole, C. Jung determined that “it is very likely that activation of an archetype depends on a change in

the conscious situation, which requires a new form of compensation” [3, p. 151].

The dynamic environment can force the system to reconsider a set of values and beliefs in order to make a right decision. Unstable connections between elements of the system, thanks to individualism, simplify creation of a new “puzzle” of values and beliefs that makes the system adaptive. “At the new level of system development, a set of values can be partially improved or changed in order to adapt the system to a new environment” [12, p. 178]. Recognition and formation of a set of values that will ensure effective decision-making is an important task of public administration. Cooperation between the state authority and the civil society, on the basis of continuous dialogue and contact, should adapt the mental part of the system to a new environment.

Knowledge of archetypes of the system makes it possible to manage it and predict its development. For example, the collective unconscious of the Ukrainian society can be characterized by a greater use of mythical images, archetypes “big mother” and “child.” These archetypes reflect creativity, courage, justice, independence and, at the same time, emotionality, sensitivity, naivety and a desire to have a certain significance in the world space. C. Jung attributes the emotional to the unconscious [4, p. 294] that may dominate in thinking of Ukrainians in the form of trust, naivety, respect and maintenance of the “code of honor” in cooperation with other states.

The Ukrainian society differs from the rational and pragmatic West in its emotionality and sensitivity due to geopolitical, historical and religious

factors. For example, Christianity relies more on the unconscious as mythological and fairytale, whereas Catholics or Protestants are rational and pragmatic [17].

Thus, the attitude of the Ukrainian society can be compared with the child’s attitude (the archetype of the child) to “adult” foreign partners. An example of this is the willingness desire to set a positive example for the international community – the renunciation of nuclear weapons in 1994 and the expectation that security will be assured by powerful guarantors. Also in 2014, Ukrainians demonstrate emotionality, creativity, courage and readiness for change in decision-making to move closer to the European space.

The collective unconscious facilitates preservation of the existing system, “contains a powerful potential and is capable to promote sustainable development during the growth of social tension, based on a universal system of collective ideas, images, styles of behavior, reduce the risk of ultimate destruction of the social system” [8, p. 169]. But the collective unconscious does not always contribute to the right decision. Thus, “historical memory” forms a paradox of development of the system because “the same past, depending on interpretation, may be either a severe inheritance that inhibits development of an independent state, or a great past” [8, p. 112].

In the dynamic environment, replacing old connections with new ones is important for evolution of the system. When connections are broken, elements of the system independently look for a format that is most suitable (requires the least amount of energy from the system for its existence). It is done

on the basis of certain patterns of previous experience (archetypes), which are memorized by the system [18] and used as needed similar to patterns of the kaleidoscope after its shaking. There is a certain memory of the system that can be used in the decision-making process in the conditions of weakening existing connections of the system. It is possible to assume that this is the collective unconscious, preserved in archetypes, which influences thinking.

Changes in the environment activate the necessary archetypes or help generate new ideas to solve problems. There is a set of archetypes that can shape the way you think and it is a tool for decision-making. For example, under influence of the environment, a mentality is formed – “a special way in which a person or a group thinks about things” [19].

It is possible to imagine that interaction of the collective conscious and the unconscious exists within the conditional boundaries of a single whole and forms connections between elements of the system for its effective functioning in a given environment. This interaction forms the mental part of the system, for example, in the form of values, beliefs, national culture, “culture of public administration” [20, p. 267], which can be adjusted to make necessary decisions. It could be an intensification of pragmatism and sensuality under influence of geopolitical changes, such as the collapse of the Soviet Union. Moreover, most of the values, beliefs, myths and images of the Soviet period have lost relevance and are replaced by others that contribute to the necessary decisions in the new environment.

Revision of values and beliefs is a complex process and requires active participation of the society. From the point of view of adjusting the mental part of the system, public administration can help the society to understand the need for change and which beliefs, values and images should be reshaped into a new pattern. It does not mean destruction of the old, it means a new mixture of values and their priority as a set of archetypes relevant in the new environment. Changing of the structure of the system means creating a new “set of values that is appropriate to the situation and helps to solve the problem by establishing equilibrium between the system and the environment. A set of values can be based on archetypes or their dominance. The former set of values can be practical for application at a new level of system development” [12, p. 178].

Interaction of the conscious and the unconscious forms imagination, which is “the result of the conflict between movements and their social representation, when in fact imagination manifests itself most of the time as a dynamic and harmonious coordination of desires and objects of social and natural environment” [5, p. 40]. Life, like the present, is a detailed structure of imagination embodied in the society, its culture, economy, which interprets the time we go through.

According to J. Durand, the map of the imaginary consists of two unconscious modes (day and night) of the imagination or “imager” [5] and three types of archetypes. Both modes belong to the unconscious (myth). All myths belong to one of the regimes. J. Durand distinguishes heroic (day group), mys-

tical and dramatic (night mode) groups of archetypes. The other three groups of archetypes correspond to the two regimes (archetypes) of the “imager”: a postural reflex (desire to stay upright in the space), a digestive reflex (food), a copulatory reflex (neuro-erotic, rhythmic repetition). Myths with their culture, institutions of the society and others correspond to each reflex.

It is possible to add that J. Durand’s “imager” is a process of forming of imagination of the world, which allows the system satisfying three basic reflexes (archetypes) in the format and connections that allow it to do with minimal energy consumption depending on the system and environmental conditions. Changing of the environment may require changes in the system to satisfy these reflexes.

Understanding of the system itself and the environment creates a resonance and synergistic effect that generates energy for system changes. This resonance is a rhythmic repetition of actions, which is defined by J. Durand as a copulatory reflex. Thus, the task of public management may be to create a system that will be able to satisfy this reflex through understanding of the environment. The postural reflex can be satisfied by the fact that the system is able to withstand the pressure of the environment and move in a direction that will meet the needs of system members in the best possible way. In this case, the collective unconscious in conflict with the collective conscious gives a way to the conscious because there is energy for change, which compensates for fear of losing stability as a failure.

“Understanding” or coincidence of fluctuations in change between the sys-

tem and the environment is formed by effective public administration through synergetic collaboration between the civil society and the government on the basis of understanding, trust and a common goal. It produces the extra energy needed to build vision, charge and inspire the civil society for change that makes the system harmonious through the restoration of equilibrium with the environment.

In a dynamic environment, the system can naturally use more the collective unconscious for its preservation. But the paradox is that it creates inefficiency of adapting of the system to the environment on the basis of fear of change, outdated mental models, myths, values and beliefs that do not help to find solutions that will balance the system in new economic, technological and communication conditions. So, there is a problem in applying of more conscious, rational and pragmatic in thinking. This can be a key to define the nature and the role of public administration in ensuring the sustainable development of the system.

The population survey conducted by E. Afonin and O. Balakireva confirms that the role and vision of civil servants and citizens are different and in the conditions of change, the civil society is more confused [21, p. 6–7] and needs help. Under these conditions, citizens rely more on the collective unconscious, which stabilizes the system and keeps it from changing. This trend can lead to delay in adapting of the system and reducing its efficiency.

For development of the Ukrainian social system in new conditions, rational thinking, as the collective conscious, may be more expedient, then ir-

rational, as the collective unconscious. It can be explained by the return of Ukraine, for example, to historical memory, its split into two parts in the past, which can program the society in a new division. For example, the myth of “two Ukraines” cultivated by ‘intellectuals’ did not become so much one of the literary and historical journey into the past of the country, but became the primary form of its representation in the modern world” [22, p. 107]. Indeed, the archetype of divided Ukraine was taken as a basis, not the archetype of unity and identity. This involved another archetype — fear and inevitable loss of national independence, as it was in the past or as indicated in the historical scenario.

Another archetype — the slogan “Europe lives better” has formed the idea that Europe has always been better. It is also an unconscious imagination that has appeared in Ukraine since the past. It can hinder realization of importance and success of Ukraine in the world and the European space to protect its national interests and visualize an optimistic vision of its development.

The information space of the environment initiates those archetypes in the unconscious that are needed to stabilize the system by returning to its previous state. The archetypes that are required at a certain moment are chosen. The so-called intuitive feeling is aimed at overcoming fear of losing of the system in terms of past experience, rather than the mood for the future.

Thus, the use of archetypes as components of the collective unconscious in thinking has led to formation of a certain attractor on the path of development of the country towards its pos-

sible separation. From the standpoint of the collective conscious, it is critical today to form a new way of thinking and philosophy of the country’s development, without constant relying on experience and history. For example, it could be creation of an economically developed and happy society.

The collective consciousness supports rational analysis of the present and visualization of the future. In relation to the collective unconscious, it must prevail in conditions of danger because it is a mental perception of the threat to the integrity of the state on the basis of certain archetypes (previous experience) as something inevitable. At the same time, the collective unconscious restrains an ability to think rationally and pragmatically to ensure the national interests of the state.

The use of creativity, weighted reasonable risk in the new environment reduces the risk because the system is adaptable and ready for reasonable actions. From a set of archetypes, the system will be able to choose those that are more optimistic. Optimism provides the extra energy needed for change. The role of public management is to create conditions in the society that will generate this energy through realization of the social capital of the society.

Archetypes warn us against possible mistakes, but they also slow down the path of dynamic development and the use of opportunities. The peculiar synergy of the system movement and its possibilities in the format “time-force-space” loses. The task of public administration is to regulate by supporting desire of citizens to change and at the same time revise a set of archetypes

that hinder development of the society in new conditions.

Understanding of human imaginary allows successfully managing by inspiring and engaging people into management through their willingness to be involved in this process. Understanding of human desired imaginary and fulfilling their needs can provide effective management. Thus, there is an opportunity to influence the imaginary through certain scenarios and achieve a desired goal through a constant struggle between individual, collective and national interests.

Knowledge of the collective unconscious provides an opportunity to build a vision of system development. "In the archetypal imaginaries, images, symbols, etc., is hidden the deep nature of desires, expectations, aspirations and hopes of people, which arise as a result of a joint work of the consciousness and the collective unconscious. Therefore, an archetype can be considered as information that has a social and managerial value" [20, p. 221–222].

The question is how to stimulate interaction of the collective conscious and the unconscious in a necessary direction? Imaginary or the environment influence this interaction. The system can be placed in an artificial environment – an imaginary scenario that can activate necessary interaction of the collective conscious with the unconscious in response to environmental conditions. It can contribute to formation of thinking that is needed in real and future conditions for successful development of the system. This approach provides readiness of the system to new conditions and minimal delay in its adaptation.

The task of public administration may be to create a scenario that activates a necessary set of archetypes that could potentially help to solve a problem. It is a positive informational and psychological impact that contributes to the formation of a new set of values and beliefs that are needed in the new environment.

Attractors are based on the satisfaction of human needs [23] and play an important role in management. It is possible to balance interaction of the collective conscious and the unconscious, for example, by creating attractors that will shift the system to rational thinking and launch a set of archetypes that will help to achieve the goal.

For example, attractors may be recognition of achievements of the Ukrainian society in the world, the vision of an optimistic future as a movement towards the European Union in order to improve quality of life. This, in turn, requires formation of a set of archetypes that will help to achieve this goal. It may require rethinking of images, adjusting values, and beliefs based on the collective consciousness that practically corrects the system through reflection or feedback.

Also to form thinking that will lead to successful development of the system, it is possible to use "social and psychological technologies as a tool through which the public conscious (at the level of collective conscious and unconscious) laid certain guidelines, which are further implemented in actions, deeds, thoughts, desires, etc. (including through the formation of patterns of behavior and stereotypes)" [22, p. 112].

Public administration in the context of forming of thinking and using



scenarios as tools to intensify necessary interaction of the collective conscious and the unconscious does not have to manipulate the society, but really involve the civil society to get feedback, new ideas for successful management of development of the system.

Establishment of trust, a common goal and efforts facilitates mutual understanding, a greater commitment of the civil society to the state authority than automatic compliance. It gives an opportunity to develop collective emotional intelligence in the society as an important aspect of effective public administration.

For effective public administration, forecasting and planning of system changes, it is recommended to apply a mathematical model of public management in a dynamic environment [6, p. 134]. To assess the mental part of the system and monitor the collective conscious and the unconscious, it is possible to apply methodological principles and methodological tools for studying unconscious forms of socio-psychological thinking [8, p. 178], that are systematized by O. Sushiy. Methodological tools are offered Such as: 1) public-opinion polls by means of questionnaires and formalized interviews (for analysis of the collective consciousness); 2) special methods (factor and correlation analysis); 3) methods of social and psychological research; 4) qualitative and quantitative psychodiagnostic methods: “Color preferences” (E. Afonin) and dietary supplements (L. Burlachuk, E. Afonin, O. Donchenko); 5) method “Emotional orientation of the individual” (V. Nemirovsky, S. Grigoriev).

To reduce errors in the decision-making process, it is important to use

critical, creative and system thinking that can activate the collective consciousness as rational. Critical thinking is an important tool for reviewing irrelevant unconscious concepts that encourage wrong decisions. Creative thinking allows looking for alternatives and new ideas to achieve the goal. System thinking allows seeing elements of the system and the environment in their relationships as a whole.

Critical thinking helps to avoid errors in analysis when we rely on experience and outdated values and beliefs that are not effective in a new conditions. It aims to prevent application of natural human prejudices, pitfalls and errors of thought, which have an archetypal basis in the form of myths, images, historical experience, cultural aspects and generally accepted norms of behavior. All this is in the realm of the collective unconscious and is used in analysis automatically.

**Conclusions and propositions for further research.** Decision making in a dynamic environment are based on thinking, which is the result of interaction of the collective conscious and the unconscious. This interaction varies depending on the level of equilibrium between the system and the environment, is continuous and aimed at making decisions that will provide functioning of the system. To ensure its successful development, public administration has to intervene in this process to prevent the excessively stabilizing influence of the collective unconscious in the face of changes in the dynamic environment.

The social system of Ukraine has to be “smart” to minimize influence of the collective unconscious and add rationality to thinking. It is necessary

because qualities of the collective unconscious such as emotionality, naivety and lack of pragmatism do not allow the Ukrainian social system to work effectively and fully support its national interests in cooperation with different mental spaces – the pragmatic, rational West and the extroverted and overly archetypal East.

To solve this problem, there is a need to create conditions in which the system will be sensitive enough, have feedback, be able to analyze itself and the environment and make effective managerial decisions. It requires adaptation of the system through the adjustment of elements of its mental part based on fruitful cooperation between the state authority and the civil society.

Forming vision, planning of development of the system and timely implementation of changes can provide the successful development of the social system. It requires: 1) to understand the nature and results of interaction of the collective conscious and the unconscious; 2) to control the level of interaction of the collective conscious and unconscious; 3) to introduce approaches and tools to build a “smart” system that will be able to make necessary management decisions in a dynamic environment.

Thus, the results of the analysis of interaction of the collective conscious and the unconscious in a dynamic environment to make managerial decisions are as follows:

1) The interaction is variable and is a function of nonlinear dependence on the level of equilibrium between the system and the environment:  $R = f(K_{eq})$ ;

2) The interaction is aimed at thinking that strives to preserve the system through its resistance or adaptation to the environment, depending on the critical state of the system;

3) The synergistic effect from the work of elements of the system can provide energy for change;

4) Effective public administration through making correct managerial decisions provides resonance (understanding) of fluctuations in the system and the environment as a certain satisfaction of human needs, which contributes to realization of vision of the future.

The tools for determining interaction of the collective conscious and the unconscious to analyze and plan system changes are:

1) The coefficient of dynamic equilibrium of the system ( $K_{eq}$ );

2) The methodical toolkit of socio-psychological thinking.

The tasks of public administration to create a “smart” system and provide its effective management are:

1) Delegation of power from the state authority to the civil society;

2) Decentralization;

3) Establishment of understanding between the state authority and the civil society, development of collective emotional intelligence based on trust, a common goal and efforts in the society.

4) Management through scenarios of activation of necessary interaction of the collective conscious and the unconscious to provide reflection from the reality;

5) The use of socio-psychological technologies;

6) Ensuring a continuous educational process for civil servants, form-

ing an understanding of the philosophy of behavior and management of the social system;

7) The use of critical, creative and systematic thinking to prevent mistakes from the influence of the collective unconscious in the new environment.

In the future, it is worth exploring the process of influence of interaction of the collective conscious and the unconscious through the creation of scenarios and attractors in order to improve managerial decisions in real conditions.

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