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**O.V. Bondar-Pidhurska**, D.Sc. in Economics, Assoc. Prof. (*PUET, Poltava*)

**V.V. Volochai**, master's degree student (*PUET, Poltava*)

**D.A. Khlaponin**, master's degree student (*PUET, Poltava*)

## **SUSTAINABLE THINKING AS A BASIS FOR MANAGEMENT OF ORGANIZATIONS IN THE CONTEXT OF EUROPEAN INTEGRATION: VIEWS OF PSYCHOLOGISTS AND MANAGERS**

European integration is the rapprochement of Ukraine with the European Union at the level of laws, rules and customs existing in the society, with the goal of Ukraine's accession to the EU. European integration brings new opportunities for Ukrainian entrepreneurs, producers, students, scientists, artists, and others, and should improve the level and quality of satisfaction of the vital interests of the vast majority of Ukrainians. At the same time, it is important to identify ways to effectively adapt Ukraine's higher education system to European standards, as well as to outline best practices for ensuring the quality of organizations' activities in the context of European integration processes. Therefore, the study of sustainable thinking as the basis for managing organizations in the context of European integration from the perspective of different approaches is of particular relevance.

Carol Dweck, as a psychologist, presents two ways of thinking to the community: growth mindset and fixed mindset. Thus, people with a fixed mindset believe that a person has a number of abilities that he or she can develop and will never be able to do something else. Growth mindset, on the contrary, positions the idea that a person's success (achievement) depends on the amount of effort put in. That is, your development is not predetermined by your abilities, but you have a direct influence on who you are and who you want to be. Dweck says that “people who didn't have an obvious ‘talent’ for any of the skills, but worked on themselves, are more likely to succeed. Because they know for sure that it will not be easy. Whereas people who are given something from birth (naturally) give up at the first difficulty. That is why, according to progressive modern psychologists, the growth mindset opens up enormous opportunities” [1].

Daniel Kahneman is an American-Jewish psychologist, author of books on behavioral economic theory, for which he received the Nobel Prize in Economics in 2002. “The scientist studies the mechanisms of how people make decisions in a situation of uncertainty. Daniel Kahneman's work provides a systematic description of the psychology of decision making. The situations described in the books clearly demonstrate how poorly we predict

the future. This calls into question the basic principles of economic theory, which states that a person always behaves rationally, doing what is in his or her best interest” [2]. These are the views of psychologists.

Next, let's look at the problem from the perspective of managers. Thus, “thought processes” are a set of fundamental tools of the theory of constraints that make it possible to resolve any conflicts in business (and in life), quickly and efficiently analyze any business environment and create unique strategic and tactical solutions for your business.” Thinking process tools are exclusively logical tools based on the ability to build and deeply analyze the cause-and-effect relationships of a particular problem or object of analysis, as well as to understand the key assumptions underlying a particular management decision in order to identify errors and develop new breakthrough solutions. The tools of thinking processes were created by Dr. Eli Goldrath (the author of the theory of constraints), with the help of which he developed specific solutions for the theory of constraints for the production environment, supply chain management, marketing and sales, project environment, and so on” [3].

It is important to understand that times are changing, as is the corporate culture in general. Previously, it was customary to choose a specific profession and move up the career ladder, to develop a certain style of behavior. Generation Z (those born after 1994) is projected to change jobs more than 7 times in their lifetime. This means that they may not even need the skills they acquire at school or university. Instead, they will need a universal toolkit that will help them absorb new information under any circumstances. And this toolkit is sustainable thinking [4-5].

Thus, from the manager's point of view, the formation of sustainable thinking in business is the basis for managing organizations in the context of European integration, and from the psychologist's point of view, sustainable thinking is the key to business success, provided that the abilities provided by nature are realized.

Sustainable thinking is a consequence and continuation of strategic thinking (according to I. Ansoff) and innovative thinking (according to P. Drucker), which, in the format of the need to realize the goals of sustainable development in Europe, becomes a tool for its achievement and management [6-8]. Thinking contributes to development. Only the formation and development of sustainable thinking in a modern community can create an avant-garde society capable of consciously implementing sustainable development goals as part of its overall culture and value system, which will become a catalyst for European integration. Knowledge of the peculiarities of communication with each style of thinking is extremely important for

improving the interaction of business entities in all sectors of the national economy.

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