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FUNDAMENTALS OF HR MANAGEMENT

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The textbook on the basics of personnel management is focused on presenting information about the possibilities of psychological technologies in working with personnel. Provides up-to-date data on the characteristics of job candidates from among young people. The main directions of the development of the personnel policy of the company for the formation of the personnel of the organization are shown. Models of personnel development in the personnel reserve are presented. The rotation of personnel is considered as a promising organizational and staff model of personnel development.

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INTRODUCTION

The problems of socio-economic transformations in the country make it possible to assess the tasks facing the HR-management of organizations. There is no organization without people. Without the right people, no organization (enterprise) can achieve its goals and survive. Undoubtedly, personnel management is one of the most important aspects of the theory and practice of management. Personnel means the totality of all human resources possessed by the organization (enterprise). These are employees of the organization (enterprise), partners, experts involved in the organization of some projects, research, etc. Any organization is created to fulfill any goals and needs management, and the achievement of the tasks depends on how effectively it is managed.

In modern management, the efficiency of using human resources is considered to be the main reserve for increasing the productivity of economic activity and economic efficiency in general. Currently, enterprises and organizations independently form personnel and dispose of labor resources, which determines high requirements for human resource management. In this regard, the issues of personnel management acquire particular relevance, which are considered in a fairly wide range: from economic and mathematical modeling of management situations to a philosophical and psychological analysis of human relations in the management process.

The socio-economic characteristics of labor in the field of management leave a certain imprint on the personality and activities of a modern leader. From these positions, the social responsibility and ethics of the manager, the essence and types of business career are presented to the personal and business qualities of a manager. The organizational aspects of human resource management include the formation of personnel policy, the goals of personnel management, the organizational culture of the company, and the applied aspects of human resource management are especially important. The main features of personnel management are issues of assessing labor productivity and efficiency of personnel of enterprises, as well as stimulating and motivating work, using the human potential of a modern enterprise (organization), managing conflicts, assessing the socio-psychological climate and compatibility in the team of employees.

Currently, one of the topical areas of organization management is the study of the features of the professional activity of psychologists in recruiting personnel for the organization. In recent years, many such spheres of activity have appeared in our country where the role of the human factor is increasing in terms of the reliability and success of the professional activities of employees. This is due to the commercialization of the economy in both the private and public sectors. A large

number of psychologists have also appeared, on whom great hopes are pinned, connected precisely with solving problems at the stage of recruiting staff in institutions. However, as practice shows, psychologists do not always clearly understand the scope of work that must be performed when recruiting employees in an organization. At the same time, the leaders of organizations demand that the quality of recruitment be high and take into account the availability of candidates and employees not only special knowledge, but also such qualities that would facilitate rapid entry into the team. This is due to the fact that the economic efficiency of an organization's activities depends on a large number of factors, among which one of the main places belongs to staffing, taking into account, as it is now quite obvious, the competence-based approach. Competencies can be represented by a fairly wide range, but all of them are an external reflection of the essence of the human factor. Therefore, taking into account all the existing problems, innovative approaches are needed in the activities of the organization's management.

Therefore, psychologists should have knowledge of the professional and psychological selection of employees and apply them when recruiting personnel. Otherwise, such negative consequences as staff turnover, conflict in the team, lack of interest and motivation among employees to work in the organization are inevitable. The relevance is also increasing under the influence of such factors as the growth among candidates of the number of persons maladjusted in the socio-psychological relation. This is a very alarming trend, as it presupposes the knowledge and ability of institutional psychologists to use information from the field of social and, especially, clinical psychology in their work. Character accentuations, personality psychopathies, the consequences of craniocerebral trauma and alcohol intoxication - this is not a complete list of personnel problems that employers face when recruiting staff in institutions. It should be borne in mind that the algorithm of the professional activity of psychologists in organizations has not yet found widespread use, which significantly limits and complicates organizationally the possibilities of using them in recruiting and working with personnel. Both the data of scientific and practical conferences and the reviews of some leaders often boil down to the fact that psychologists themselves must take care of the application of their knowledge and skills in the practice of psychological support for the activities of organizations in general. There are some achievements in this direction. Courses in organizational psychology, psychology of management activity and work with personnel have been developed. But they do not always clearly represent the sphere of the practical work of psychologists in organizations.

CHAPTER 1.

POSSIBILITIES OF USING PSYCHOLOGICAL TECHNOLOGIES IN WORK WITH PERSONNEL

1.1. Socio-psychological essence of work with staff

In recent years, many such spheres of activity have appeared in business where the role of the human factor is increasing in terms of the reliability and success of the professional activities of employees. This is due to fierce competition in the economy and imposes fundamentally new requirements for the organization's personnel management. The economic efficiency of an organization's activities depends on a large number of factors, among which one of the main places belongs to staffing, taking into account, as it is now quite obvious, the competence-based approach. Competencies can be represented by a fairly wide range, but all of them are an external reflection of the essence of the human factor. The quality of candidates for employment in the organization is a big problem. Staff turnover, lack of motivation, poor professional training, etc. reduce the economic efficiency of the organization. Therefore, taking into account all the existing problems, innovative approaches are needed in the activities of the organization's management [9].

In the structure of personnel management, an important role belongs to the professional requirements for the personnel of the institution, their professional suitability, competence and human studies. This is due to the fact that business communications in business are directly dependent on the communication potential of management. Therefore, the intellectualization of management, the effective stimulation of employees' activities, the culture of managerial communication largely determine the requirements for personnel [6].

Working with the personnel of an organization is a purposeful activity of its management staff, heads and specialists of departments of the personnel management system, including the development of the concept and strategy of personnel policy, principles and methods of personnel management of the organization. Personnel management is the formation of a personnel management system; planning and personnel work, developing an operational plan for working with personnel; marketing personnel; determination of human resources and the organization's staffing needs.

Mastering special knowledge, labor skills and skills is an integral part of achieving success in the chosen profession, while it does not exhaust the possibilities of professional success. An equally important and sometimes defining component of a successful search and choice of a profession, mastering it, effectively realizing oneself in work, and finally, achieving success and happiness in professional work

are the characteristics of a person's personal, and above all, motivational sphere. This component can also be called one of the most important foundations of professional reliability [6].

The search and choice of a profession, professional self-determination and development, mastering a profession, effective realization of oneself in labor activity, and finally, achieving success and happiness in professional work are a rather complicated, lengthy, highly mobile, multidimensional and sometimes contradictory process. In psychological studies devoted to the study of the dynamics of this process, it was found that four stages are quite clearly distinguished in it, each of which has its own psychological criterion [4, 5].

The first stage of the professional formation of a personality is associated with the emergence and formation of professional intentions under the influence of the general development of the personality and initial orientation in various spheres of labor activity, labor and professions. The psychological criterion for the success of this stage is the choice of a profession or specialty that corresponds to social needs (labor market requirements) and the needs of the individual.

The second stage is the period of professional training and education, that is, purposeful training for the chosen professional activity and mastering all the subtleties of professional skill. The psychological criterion for the successful passage of this stage is the professional self-determination of the individual, the formation of an attitude towards oneself as a subject of the chosen activity and professional orientation, in which the attitudes towards the development of professionally significant qualities (professionally important qualities) are clearly reflected [7].

The third stage is associated with an active entry into the professional environment, reflecting the student's transition to a new type of activity - to professional work in its various forms in real production conditions, the performance of official duties, etc. real labor process and industrial relations, finding oneself in the system of labor collectives. The fourth stage involves the full or partial realization of the professional aspirations and capabilities of the individual in independent work. The psychological criterion for successfully passing this stage is the degree of mastering the operational side of professional activity, the level of formation of professionally significant personality traits, attitude to work, and the measure of skill.

There are two main forms of motivation: by results and by status. Results-based motivation is usually used where it is possible to relatively accurately define and highlight the performance of an employee or group. In this case, the remuneration is associated with the performance of a specific work or a relatively isolated stage of work. Motivation by status (rank) is based on an integral assessment of the employee's activities, taking into account his qualifications, attitude to work, quality of work and other parameters determined by the specifics of a person and an organization. The choice of this or that form of motivation is determined not so much

by the content of the work as by the principles of management in a given organization, national traditions and corporate culture. For example, US enterprises are characterized by performance motivation based on a developed system of division of labor and traditions of individualism. Rank motivation prevails in Japan, corresponding to the traditions of collectivism and mutual assistance, horizontal connections between employees and a wide range of functions they perform [5, 7].

Motivational structure characterizes the ratio of motives that determine human behavior. This ratio is formed under the influence of both genetic factors and the environment in which a person was brought up and in which his activities took place. In general terms, the motives of human behavior can be divided into egoistic and altruistic. The first are aimed at the well-being of the individual, the second - family, collective, society. When analyzing economic systems, one usually proceeds from selfish motives (the concept of "economic man"). This approach is justified in most practical situations. At the same time, altruistic motives are also organically inherent in humans, as well as egoistic ones.

Psychological factors play a large role in the effectiveness of personnel management. Necessity and motivational factors become the leading principles of labor activity. Consequently, this area of management needs certain technologies that contribute to more efficient management. The goal of the organization is the specific end states or desired results that it would like to achieve. The entire set of goals, based on the requirements of the functional-target model of the organization's management system, can be subdivided into production, scientific and technical, economic, commercial and social.

The economic goal is to obtain an estimated profit from the sale of products or services. The scientific and technical goal is to ensure a given scientific and technical level of products and services, as well as scientific research and experimental design developments with a constant increase in labor productivity based on new technologies. The production goal is to ensure the release of the planned volume of products and the provision of services of a given level of quality and rhythm of production. The commercial goal is to ensure the sale of products and services, as well as the results of research and development, within a specified time frame [122].

Work with the personnel of an organization is a purposeful activity of its management staff, heads and specialists of departments of the personnel management system, including the development of the concept and strategy of personnel policy, principles and methods of personnel management of the organization. Personnel management is the formation of a personnel management system; planning and personnel work, developing an operational plan for working with personnel; marketing personnel; determination of human resources and the organization's staffing needs.

It can be concluded that the main task of the personnel service is to ensure that the qualitative and quantitative characteristics of personnel are consistent with the goals of the organization. An important place is given to: increasing the competence of personnel, which is a combination of knowledge, skills, experience in working methods and techniques that are sufficient for the effective performance of job duties; as well as competence, a set of powers (rights and duties) that a certain body and officials have or should have in accordance with laws, regulations, statutes, regulations [115].

Additional tasks include tasks that can be performed together with the main ones: labor protection, safety; calculation and payment of wages; rendering of various kinds of services, for example, in the field of social infrastructure. To ensure the effective work of personnel, it is necessary to create an atmosphere of constructive cooperation, in which each member of the team is interested in the fullest realization of their abilities. The creation of such a socio-psychological atmosphere is the most difficult task of personnel management and every organization is interested in its solution [108].

The system of work with personnel includes the entire procedure for working with personnel - from defining the main idea of interaction between the administration and the workforce to the release of workers, as well as a set of subsystems that support it (information, organizational, personnel, legal). The system of personnel work with personnel will only be effective when all of its elements are applied in interconnection, in aggregate, that is, when the organization in its work with personnel pays attention to all acts of the personnel service. The basis for building a system for working with the organization's personnel is based on patterns, principles and methods [93].

Regularities are an objectively existing necessary connection of phenomena, an internal essential relationship between cause and effect, a stable relationship between the phenomena associated with personnel management, relationships between people and leaving a significant imprint on their character. Personnel management methods are ways of influencing teams and individual employees in order to coordinate their activities in the process of the organization's functioning. There are three groups of methods: administrative, economic, social and psychological.

Administrative methods are based on power, discipline and punishment, known in history as the methods of the whip. They are focused on such motives of behavior as a conscious need for labor discipline, a sense of duty, the desire of a person to work in a certain organizational culture of labor activity. Administrative methods are characterized by their compliance with legal norms, actions at a certain level of management, as well as acts and orders of higher management bodies. These methods are based on the relationship of one-man management, discipline and responsibility, and are implemented in the form of organizational and administrative influence [75].

Organizational impact is aimed at organizing the production and management process and includes organizational regulation, organizational regulation and organizational and methodological instruction.

Organizational regulation determines what a management employee should do, and is represented by provisions on structural divisions that establish tasks, functions, rights, duties and responsibilities of divisions and services of the organization and their leaders. Based on the regulations, the staffing table of this unit is drawn up, its daily activities are organized. The application of the provisions makes it possible to evaluate the results of the activity of a structural unit, to make decisions on moral and material incentives for its employees.

Organizational regulation in organizations provides for a large number of standards, including: quality and technical standards (technical specifications, organization standards, etc.); technological (route and technological maps, etc.); operational and repair standards (scheduled preventive maintenance); labor standards (categories, rates, bonus schools); financial and credit (size of own circulating assets, repayment of bank loans); standards of profitability and relationship with the budget (deductions to the budget); material supply and transport standards (rate of material consumption, rates of idle time of wagons during loading and unloading, etc.); organizational and managerial standards (internal regulations, the procedure for hiring, dismissing, transferring, business trips). These standards affect all aspects of the organization. The regulation of information is of particular importance, since its flow and volumes are constantly growing [2].

Organizational and methodological instruction is carried out in the form of various instructions and guidelines in force in organizations. The acts of organizational and methodological instruction include:

- job descriptions that establish the rights and functional responsibilities of management personnel;
- methodological instructions (recommendations) describing the implementation of work complexes that are interconnected and have common target purposes;
- methodological instructions that determine the order, methods and forms of work for solving a particular technical and economic problem;
- work instructions that define the sequence of actions that make up the management process. They specify the order of actions for performing operational management processes;
- regulatory impact is expressed in the form of orders, instructions or instructions, which are legal acts of a non-normative nature. They are issued to ensure the observance, implementation and application of applicable law and other regulations, as well as to give legal force to management decisions [35].

Economic methods of personnel management are elements of the economic mechanism, with the help of which the progressive development of the organization is ensured. The manager must make sure that profit growth is ensured by reducing the cost of production. Therefore, it is necessary to apply a clear system of material incentives for finding reserves for reducing the cost of production and real results in that direction. Planned economic management is the main law of the functioning of any organization that has clearly developed goals and a strategy for achieving them. To achieve the set goals, it is necessary to clearly define the performance criteria and the final results of production in the form of a set of indicators established in the economic development plan. The role of economic methods is to mobilize personnel to achieve final results [33].

Socio-psychological methods of management are based on the use of a social mechanism of management (a system of interactions in a team, social needs, etc.). The specificity of these methods lies in a significant proportion of the use of informal factors, interests of an individual, group, team in the process of personnel management.

Social methods play an important role in personnel management, they allow you to establish the purpose and place of employees in the team, identify leaders and provide their support, link people's motivation with the final results of production, ensure effective communication and conflict resolution in the team [80].

Psychological methods play an important role in working with personnel, as they are aimed at a specific personality of a worker or employee and, as a rule, are strictly personalized and individual. Their main feature is an appeal to the inner world of a person, his personality, intellect, images and behavior in order to direct the inner potential of a person to solve specific problems of the organization. It proceeds from the necessity of the concept of the all-round development of the human personality, the elimination of negative tendencies of degradation of the backward part of the work collective. Psychological planning involves the setting of development goals and performance criteria, the development of psychological standards, methods for planning the psychological climate and achieving final results. The most important results of psychological planning include [74]:

- the formation of departments based on the psychological compatibility of employees;
- a comfortable psychological climate in the team;
- the formation of personal motivation of people based on the mission of the organization;
- minimization of psychological conflicts (scandals, resentment, stress, irritation);
- development of a service career based on psychological orientations of employees;

- growth of the intellectual abilities of team members and their level of education;

- the formation of a corporate culture based on the norms of behavior and images of ideal employees;

- it is advisable that psychological planning is carried out by a professional psychological service, consisting of psychologists with experience in working with modern personnel - technologies [96].

The research results of E.M. Shepeleva showed that solving basic socio-psychological problems increases labor productivity by 8-12%, and in some cases by 15-18%. The use of mechanisms of a socio-psychological nature made it possible to assess the importance of such character traits of an employee as the desire for cohesion, the ability to cooperate, provide assistance, understand the interests of other people, etc. [122].

In all labor collectives, especially women's, the problem of relationships directly affects labor activity, labor results. At the same time, the analysis of social factors of production suggests that their use does not always automatically lead to an improvement in the socio-psychological climate [108].

As the social reserves of production were developed, the huge role of the immediate manager and administration of the enterprise in creating a favorable socio-psychological climate was revealed. It is these representatives of management who are called to participate in the most active way in the constant, sustainable reproduction of such mental states as sympathy and attraction, a positive emotional background of communication, interpersonal attractiveness, a sense of empathy, complicity, the ability to remain oneself at any time, to be understood and positively perceived (regardless of their individual psychological characteristics). At the same time, it is especially necessary to highlight the feeling of security, when everyone knows that in case of failure (in the sphere of work, everyday life, family), his team “stands” behind him, which will certainly come to his aid [113].

No perfect organization of work and workplace, an excellent system of material incentives will not give the employee proper satisfaction if they do not rely on all of the above components of social and psychological comfort. It is within the framework of the entire team, with the participation of all levels of production management, that a solution can be provided, for example, to such an important issue as the social and labor adaptation of personnel. Managing its process requires special efforts. Changing the content and orientation of adaptation is impossible "immediately", "suddenly", "momentarily", as, for example, it is possible to transfer a machine from one mode of operation to another, while obtaining the desired result (processing speed, productivity, etc.). The rhythm of social changes, in particular, changes in public consciousness, the mood of people, requires many years of constant purposeful work [115].

The study of the process of adaptation of an employee to production indicates that his behavior is influenced not only by production, but also by non-production factors (social situation, everyday life, leisure, communication, family). No less essential is the account and knowledge of such complex and subtle regulators of the social behavior of an individual as needs, attitudes, value orientations - what constitutes the basis of the attitude to work and, ultimately, determines attachment to a specific team.

Among the socio-psychological parameters of the development of production - and this is very important for a manager of any level to know - one of the central places is occupied by the question of the optimal size of the primary production organization. Real practice shows that, on the one hand, a small team is preferable, where people know each other well, where mutual understanding and mutual responsibility are more quickly achieved. On the other hand, for many industries with a large number of employees, small brigades complicate the work of production organizers, because drawing up a plan and monitoring its implementation often become difficult tasks [99].

As the theory of human relations developed, it was enriched not only with general, but also with particular, but no less important conclusions in the study of individual socio-psychological problems. These include the priority role of psychological factors in choosing a profession. This topic in the psychology of labor allowed a more detailed approach to the analysis of such factors as: psychological properties of a person, their relationship, as well as the status of a person in society, which ultimately affect the further choice of profession [80].

Nevertheless, although mastering special knowledge, work skills and skills is an integral part of achieving success in the chosen profession, it does not exhaust the possibilities of professional success. An equally important and sometimes defining component of a successful search and choice of a profession, mastering it, effectively realizing oneself in work, and finally, achieving success and happiness in professional work are the characteristics of a person's personal, and above all, motivational sphere. This component can be rightfully called one of the most important foundations of professional success [67].

Why is it precisely the motives of a person, the structural features of the motivational sphere of the individual, motivational involvement and personal involvement in the process of professional formation and development are so important for his effectiveness and efficiency? To answer this question, it is necessary to turn to the analysis of the internal, psychological structure of the need-motivational sphere of the individual. Almost any actions and actions of a person, one or another of his activities become more understandable if answers to the following three main questions are found:

- what does a person want, what does he strive for, what is important, significant, attractive for him, what are his needs?

- why, why and for what does a person want to do something, why does he strive for it, why is something significant and attractive to him? Knowing the answers to these questions, one can say a lot about the motives of a person's actions and actions, about the motivation of his activities and behavior in general;

- what and how does a person receive or want to receive as a result of their actions or deeds? Here the goals and objectives are revealed, the achievement and solution of which are directed by human efforts.

As we can see, in the characterization of the psychological make-up of the personality, in the study of the needs-motivational sphere of a person, motives occupy one of the central places. And this is no coincidence. The motives can be clearly represented in the form of a two-faced Janus, one face of which is addressed to the needs of a person and bears their stamp, and the other - to the goals and tasks that arise and are solved by a person in the process of his life [55].

The connection of motives with needs acts as a "dynamic-energetic" potential of a person's motivation. It is through the dynamic components that such important characteristics of human motivation that determine its individual uniqueness as selectivity and partiality, awareness and arbitrariness, or their opposite characteristics: promiscuity and indifference, impulsiveness and situationality, find their expression. The latter are manifested, in particular, in the fact that a person, it turns out, is subject to momentary, not controlled by him desires, whims and experiences and is dependent on insignificant objective and social situations, insignificant interpersonal relationships and their own self-assessments [56].

In practice, through the dynamic aspect of motivation, the incentive, that is, leading a person to "move" towards a particular goal, and the dynamizing function of motives are realized. The dynamizing function of motives is determined by the measure of a person's activity in achieving certain goals and is sometimes called the strength of motives. The connection of motives with the goals and objectives of a person acts as the subject content of motivational formations and motivation of a person. Subject-content components of motives and motivation manifest themselves in exactly what goals and objectives and with the help of what methods and means a person achieves in his life. Such important characteristics of human motivation as meaningfulness and consistency, freedom and responsibility, or, on the contrary, meaninglessness and scattering, dependence and irresponsibility, find expression through the substantive components of motives and motivation. In practice, in the subject-content aspect of motivation, the guiding (regulatory) and meaning-forming functions of motives are realized [10]. The directing, or regulatory, function of motives manifests itself not only in what goals and objectives and with the help of what methods and means are achieved and solved by a person in his life. It is also

important here which of them and in what sequence he prefers: which of them he achieves and decides in the first place, which ones - in the second, and which ones he completely cuts off, without passing through his spiritual and moral filter. The guiding function of motives is closely related to subordination, subordination, the hierarchy of motives of a person's motivational sphere. It is an integral, hierarchically organized system of subordinate motives that constitutes the foundation for the formation and development of the orientation of a person's personality and is its central, system-forming characteristic [14].

The semantic function of motives is determined by the measure of the high school student's understanding of the role and place of his relationship to the objective world of relationships with people and with himself, the requirements for people and himself, as well as the measure of his penetration into the meaning and meaning of his actions and deeds, activities and behavior in general. It is necessary to dwell on this function in more detail.

At the same time, it turned out that practically throughout the entire period of professional formation and development, the transition from one stage to another is often accompanied by the appearance of certain difficulties and contradictions and even crisis situations in a person. At the same time, it is essential that the change of some stages of the process of professional formation and development by others is not always rigidly tied to a certain age stage, biographical period. It reflects the psychological age of professional and personal formation, development and maturity of a person. For example, one student, under the influence of parents or as a result of interaction with representatives of the profession that captivated him, reading special literature, self-study or self-development, may find himself at the second stage of the process of professional development, while another, even after graduating from a professional educational institution, may not meet the psychological criteria of the first stage [24].

Problems and crises can arise and often do arise not only during the transition from one stage of professional development to another, but also within individual stages of this process. As observations and analysis of the experience of organizing vocational training show, in the practice of teaching and educational work of vocational educational institutions of various types, there are often cases when by the end of the first, and especially often in the second or third (depending on the type of educational institution) year of study, students can change the attitude towards the process of mastering the profession. This phenomenon is called the "negative syndrome" of the 2nd or 3rd year of professional training.

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not always rigidly tied to a certain age stage, biographical period. It reflects the psychological age of professional and personal formation, development and maturity of a person. For example, one student, under the influence of parents or as a result of interaction with representatives of the profession that captivated him, reading special literature, self-study or self-development, may find himself at the second stage of the process of professional development, while another, even after graduating from a professional educational institution, may not meet the psychological criteria of the first stage [24].

The connection of motives with needs acts as a "dynamic-energetic" potential of a person's motivation. It is through the dynamic components that such important characteristics of human motivation that determine its individual uniqueness as selectivity and partiality, awareness and arbitrariness, or their opposite characteristics: promiscuity and indifference, impulsiveness and situationality, find their expression. The latter are manifested, in particular, in the fact that a person, it turns out, is subject to momentary, not controlled by him desires, whims and experiences and is dependent on insignificant objective and social situations, insignificant interpersonal relationships and their own self-assessments [56].

In practice, through the dynamic aspect of motivation, the incentive, that is, leading a person to "move" towards a particular goal, and the dynamizing function of motives are realized. The dynamizing function of motives is determined by the measure of a person's activity in achieving certain goals and is sometimes called the strength of motives. The connection of motives with the goals and objectives of a person acts as the subject content of motivational formations and motivation of a person. Subject-content components of motives and motivation manifest themselves in exactly what goals and objectives and with the help of what methods and means a person achieves in his life. Such important characteristics of human motivation as meaningfulness and consistency, freedom and responsibility, or, on the contrary, meaninglessness and scattering, dependence and irresponsibility, find expression through the substantive components of motives and motivation. In practice, in the subject-content aspect of motivation, the guiding (regulatory) and meaning-forming functions of motives are realized [10]. The directing, or regulatory, function of motives manifests itself not only in what goals and objectives and with the help of what methods and means are achieved and solved by a person in his life. It is also important here which of them and in what sequence he prefers: which of them he achieves and decides in the first place, which ones - in the second, and which ones he completely cuts off, without passing through his spiritual and moral filter. The guiding function of motives is closely related to subordination, subordination, the hierarchy of motives of a person's motivational sphere. It is an integral, hierarchically organized system of subordinate motives that constitutes the foundation for the

formation and development of the orientation of a person's personality and is its central, system-forming characteristic [14].

The semantic function of motives is determined by the measure of the high school student's understanding of the role and place of his relationship to the objective world of relationships with people and with himself, the requirements for people and himself, as well as the measure of his penetration into the meaning and meaning of his actions and deeds, activities and behavior in general. It is necessary to dwell on this function in more detail.

At the same time, it turned out that practically throughout the entire period of professional formation and development, the transition from one stage to another is often accompanied by the appearance of certain difficulties and contradictions and even crisis situations in a person. At the same time, it is essential that the change of some stages of the process of professional formation and development by others is not always rigidly tied to a certain age stage, biographical period. It reflects the psychological age of professional and personal formation, development and maturity of a person. For example, one student, under the influence of parents or as a result of interaction with representatives of the profession that captivated him, reading special literature, self-study or self-development, may find himself at the second stage of the process of professional development, while another, even after graduating from a professional educational institution, may not meet the psychological criteria of the first stage [24].

Problems and crises can arise and often do arise not only during the transition from one stage of professional development to another, but also within individual stages of this process. As observations and analysis of the experience of organizing vocational training show, in the practice of teaching and educational work of vocational educational institutions of various types, there are often cases when by the end of the first, and especially often in the second or third (depending on the type of educational institution) year of study, students can change the attitude towards the process of mastering the profession. This phenomenon is called the "negative syndrome" of the 2nd or 3rd year of professional training.

During this period, students are disappointed in their professional choice, and sometimes even think about changing their educational institution and specialty. All this can take place even with good overall indicators (educational grades) of the success of training and assignments during the internship. This means that it is not a matter of ability [21].

Need, need induce or motivate a person to action. In a broad sense, motivation is a management function, the process of encouraging an individual to act in order to achieve the goals of the organization and / or personal goals. The approach of the famous Russian sociologist V.A. Yadov, who formulated the dispositional concept of the social behavior of a person. It consists in the fact that each person has a complex

system of dispositions (personal predispositions) that regulate his behavior. They are formed at the junction of needs, interests and situations with a complex structure. V.A. Yadov identified four levels of needs, situations and their corresponding dispositions [cit. on 124]:

- installations due to the needs of a biological nature;
- the simplest situations, living conditions;
- social attitudes, formed on the basis of communication needs;
- in normal everyday circumstances;
- basic social attitudes that characterize the general orientation of the interests of the individual in a particular sphere of work or leisure;
- a system of personal value orientations.

A.N. Leont'ev found that the concept of need lies at the heart of activity, and the motive is defined as the object that meets the need, and as a result, stimulates behavior. "Before its first satisfaction, the need does not know" its object, it must still be discovered. Only as a result of such a discovery, the need acquires its objectivity, and the perceived (imagined, conceivable) object acquires its stimulating and guiding function, that is, it becomes a motive. Considering labor activity under the conditions of the socialist system (1972), A.N. Leontyev points out that the labor activity of workers is socially motivated and although it is also controlled with the help of material reward, the meaning of labor for the worker is generated by social or "meaning-forming motives", that is, those that give the activity a personal meaning. As for material reward, this motive also acts as an incentive for the worker, but only in the function of stimulation, and is conventionally called "motive - stimulus", which is devoid of the main function of labor - meaning formation [cit. by 69].

Other Russian authors also point out the difference between incentives and motives, but for different reasons. For example, prominent Soviet scientists A.G. Zdravomyslov, V.N. Rozhin, V.A. Poisons in the book "Man and His Work" by motives mean internal motives, and by stimuli - external.

In the course of evolution, those groups of people were preserved and developed that provided effective care for children, the elderly, the sick, and the weak. As noted by the famous geneticist V. Efroimson, societies that were inherent in caring for the elderly, developed most dynamically due to the accumulation of experience, the preservation of traditions and internal stability [cit. by 97]. Psychological factors play an important role in the effectiveness of personnel management and the leading principles of labor activity are the need and motivational factors. Consequently, this area of management needs certain technologies that contribute to more effective management of the organization's personnel.

1.2. The activities of psychological services for the recruitment and work with personnel in organizations

In the works devoted to the study of the issues of recruiting personnel in organizations and institutions, attention is drawn to the importance of identifying the partial deficiencies of mental self-regulation of the individual, which conceal a latent threat to the safety of group cohesion of a team of professionals. This is very important for work collectives, for example, with such activities as teaching (schools, colleges, higher educational institutions). Experienced managers always try to comprehensively evaluate a candidate for employment and build a kind of forecast not only for the success of his professional activity in the team, but also for his reliability in terms of group interaction with other employees. Such an approach to assessing the candidate's capabilities in modern conditions is not only justified, but also extremely necessary. The activities of most enterprises in our time are organized in nature, when a lot can depend on one or two employees in a team. Therefore, candidates for employment should be willing to understand and accept this approach in assessing personnel, and, if necessary, also improve their skills and abilities in the process of working as a psychologist with the personnel of the enterprise [14].

Therefore, the professional activity of a psychologist in an organization should not be limited only to participation in the recruitment of personnel. Apparently, in the future, the psychologist should pay much attention to the psychological support of the employees' activities. However, in relation to the research topic, it is advisable to note that a generalized analysis of literature data showed an already existing system in the work of practicing psychologists in working with the personnel of organizations and institutions. It includes the following main directions, which are gradually implemented in the process of recruiting and working with staff of institutions [8].

Stage of recruiting.

1. Personnel selection is an important stage in the work with personnel, including the calculation of needs, construction of job models, professional selection of personnel and the formation of a reserve.

2. The calculation of the need for personnel can be made according to the standards of the number of 1 million rubles or through an expert analysis of the staffing requirements of individual departments.

3. The workplace model contains a formalized description of quantitative and qualitative characteristics and includes 15 standard elements; using the model, it is possible to formulate specific requirements for any position of a manager and a specialist.

4. Professional selection of personnel contains the main stages of studying the potential of the employee and the work of the personnel committee. It is necessary to

take into account the regulations for the recruitment of personnel at the enterprise and recommendations for employment.

5. The formation of a personnel reserve is carried out at the expense of internal and external sources on the basis of a scientific approach to the study of the personal and socio-psychological potential of the candidate and his career.

Stage of placement of personnel.

1. The placement of personnel ensures effective replacement of jobs, as a result of a comprehensive assessment of personnel, planned career, improvement of working conditions and remuneration.

2. All the variety of service careers is modeled by four typical options for promotion ("springboard", "ladder", "snake", "crossroads").

3. When planning a career, one should take into account the age, terms of holding positions, personal and professional potential of the employee and his personal interests.

4. Professional advancement of employees is an important source of growth in labor productivity and replenishment of the company's management personnel.

Personnel assessment stage.

1. Personnel assessment is carried out to determine the suitability of an employee to a vacant or occupied position.

2. Potential assessment provides for expert characteristics of various qualities, knowledge and skills of the employee and is carried out by specialists.

3. Assessment of individual contribution allows you to establish the quality, complexity and performance of a particular employee or employee.

4. Self-assessment of the potential of an employee can be made using the "Vacancy" questionnaire when applying for a job.

5. Attestation of personnel is a comprehensive assessment that takes into account the personal (professional) potential and individual contribution of the employee, and is carried out by the attestation commission.

1.3. Features of professional relationships between personnel in the organization

In the literature there are numerous data that special attention in the course of psychological study of personnel in an organization should be paid to the relationship of employees. It is known that they are divided into formal and informal, relations of leadership and subordination (in particular, leadership), business and personal, rational and emotional [34]. Relationships that arise between people on an official basis are called official. They are governed by officially approved regulations, relevant rules and regulations. In contrast, informal relationships are formed on the basis of personal, or private, relationships between people. For them there is no corresponding legal basis, generally accepted laws, firmly established norms.

Business relationships arise in connection with joint work or in connection with it, and personal - as relationships that develop between people regardless of the work performed. In rational relationships, people's knowledge of each other and the objective assessments that others give them come to the fore. Emotional relationships are, on the contrary, subjective assessments based on personal, individual perception of a person by a person. Such relationships are necessarily accompanied by positive or negative emotions; they are far from always based on actual, objective information about a person.

Professional relations of personnel in a group can be viewed statically, in the form in which they were formed at a given point in time, and in dynamics, that is, in the process of development. In the first case, the features of the existing system of relationships are analyzed, in the second - the laws of their transformation and development. These two approaches often coexist with each other, complement each other.

The relationships in the team change naturally. At first, at the initial stage of group development, they are relatively indifferent (people who do not know or know each other poorly can not relate to each other with certainty), then they can become conflicting, and under favorable conditions turn into collectivist. All this usually happens in a relatively short time, during which the people who make up the group, the collective, cannot change as individuals. How to reconcile the complex dynamics and situational variability of intragroup relationships with relative personal stability? From the literature it is known that this can be done by assuming the dependence of interpersonal relations not only on the people included in them, but also on social situations, in which these relationships are formed and developed, that is, taking the position of interactionism in the interpretation of the behavior and relationships of the individual. According to the interactionist theory, a personality, being internally relatively stable in its basic properties, externally can manifest itself in different ways depending on the prevailing circumstances [48].

Apparently, this is due to the fact that each person has his own positive and negative traits, his own special advantages and disadvantages. Which side, positive or negative, he acts in relations with the members of his team depends on the people who are part of this team, and the social environment, on the characteristics of the group into which the person is included at a given moment in time. In other words, the behavior of a person in a group is determined not only by the personality, but also by the characteristics of the group, collective.

The following pattern has been noticed: the closer the group is to the collective in terms of its level of development, the more favorable conditions it creates for the manifestation of the best sides in the personality and inhibition of what is worst in it. And, on the contrary, the further a group in terms of its level of development stands from the collective and the closer it is to the corporation (this is the name of the group

in which relations are opposite to the collectivist), the greater opportunities it provides for the manifestation of the worst sides of the personality in the system of relationships with simultaneous inhibition of the best personal aspirations.

In a developed team, due to special norms of relationships that contribute to the manifestation of the best sides in the personality of employees and prevent the manifestation of the worst, a person is forced to behave positively in relation to other members of the team. In a corporation, on the contrary, individualistic inclinations are often encouraged, and the group morality characteristic of such small groups forces individuals, in order to protect themselves and defend their personal interests, to show themselves in the system of relationships from the worst side.

This is approximately how the possible dynamics of relationships in a group-dyad, which includes only two personality. Such groups are quite widely represented in reality. They are most often found in any group, since the relationship between a sufficiently large number of people can always be represented in the form of a finite set of relationships that exist between all kinds of pairs of people into which a group or collective can be divided [51].

However, in general, the relationships in the team are not reducible to dyadic, since for each pair of randomly taken people, it is possible to identify other members of the same group that are significant for them, whose relations to each member of this pair affect, in turn, their personal relationships. Consequently, paired relationships are always built taking into account relationships with other people around the given couple.

For this reason, a more representative model of relationships that exist in any collective, group, is the system of relationships that exist in the triad group. The interpersonal relationships of the members of the triad group, as well as the relationships of the members of the dyad group, can be of three types: positive, negative and unequal (when one treats the other positively, and the latter, on the contrary, negatively toward him). Different combinations of these types of relationships give rise to different types of relationships in the triad group. The first option is a harmonious relationship (A). They are characterized by the fact that between three different pairs into which the triad group can be divided, either only positive or only negative relationships are formed. Ideally, for example, in a small group of three friends, only positive relationships can exist between the people making up the group. In all other cases, there are positive or negative relationships between the two couples, and between the members of the third pair - opposite in sign.

The second variant of triadic group relations (B) is contradictory. In such a relationship, in any one pair within the triad group, one of its members has a positive attitude towards the other, and the latter has a negative attitude towards him. Compatible dyadic are such contradictory relationships when at least one pair of

people with good personal relationships can be distinguished in a triad group. Incompatible contradictory relations are called, the system of which is characterized by the fact that there is not a single pair with positive personal relationships in it. Finally, compatible triadic relationships can be called those relationships in which, despite their inconsistency, the group-triad as a socio-psychological community continues to maintain its unity due to the fact that at least two of the three possible pairs allocated in it have good personal relationships with each other. Thus, they seem to neutralize the negative impact on the cohesion of the group of contradictory relationships in the third pair.

Relationships in triad groups can also be conflicting (B). It is characteristic of them that in the group it is impossible to single out a single couple, within which there would be positive personal relationships. Due to this circumstance, this group as a socio-psychological community of people generally cannot be preserved and disintegrates. Among the conflict relations, one can, in turn, single out two possible options. The first is a partially conflicting relationship, in which there are conflicting relationships between some pairs of individuals, and unequal relationships between the rest. The second option is that conflicting relationships exist between all possible pairs into which a given group can be divided. This type of relationship is called "full-conflict".

If you combine the options for relationships that exist in groups-dyads and groups-triads, then you can get a fairly representative picture of relations that are found in any team. Thus, the professional activity of psychologists in organizations and institutions is quite large in scope. An important role in its structure belongs to the earliest stage - the recruitment of personnel in the organization. In order for this work to be carried out at a high scientific and methodological level, the psychologist of the institution must know and be able to use numerous psychological information on the individual psychological characteristics of the character and behavior of people, clearly imagine the variants of personality-abnormal psychotypes from among the candidates, predict the probabilistic consequences at the level psychological interaction of employees already directly in the organization after they are hired at work. Apparently, it is impossible to fully imagine the entire volume of practical activities that belongs to the sphere of the psychologist in the organization. However, it should be borne in mind that the literature already contains data, albeit of a fragmentary, somewhat scattered nature, but still giving an idea of the algorithm of psychologists' activity in recruiting and working with personnel in organizations.

CHAPTER 2.

TEAM BUILDING AND THE COMPATIBILITY OF THE ORGANIZATION'S PERSONNEL

2.1. Team, its mission and team relationships of staff

Nowadays, the term "team" is used more and more often in scientific (sociological, psychological, economic, etc.) literature and in business. A team is a small number of people (most often 5–7, less often up to 15–20) who share goals, values and common approaches to the implementation of joint activities, have complementary skills; take responsibility for the end results, are able to change the functional-role correlation; have a mutually determining belonging of their own and partners to a specific group of people. The management team consists of a group of specialists belonging to various areas of organizational activity and working together to solve certain problems [15].

The essence of a team is a common commitment to all its members. This kind of commitment requires a purpose that all team members believe in — a mission. The team's mission must include an element related to winning, leading, moving forward. There is a difference between the goals of the team and its purpose (mission): the goals of the team allow you to track your progress along the path to success, and the mission as more global in its essence gives meaning and energy to all specific goals. Team relationships, which traditionally include concepts such as a sense of sympathy, a spirit of partnership and camaraderie, can manifest themselves exclusively in the business area, without extending to the personal life of team members. There are many examples when successful business partners could not tolerate each other's presence when it came to other areas of communication [19].

There are the following types of teams:

1) teams preparing recommendations. These are project teams, audit, quality or safety teams;

2) teams engaged in the direct manufacture of something. The activities of such a group, as a rule, have no time limits;

3) commands that control the process. It is important for these types of teams that they correctly identify the specific goals set for them that differ from the goals of the organization as a whole.

Any team is formed to perform any task. Therefore, it seems quite natural that such a characteristic as the type of joint activity that determines the structure, complexity and non-standardness of the problem being solved, will be considered as one of the main in the formation of a team.

The type of task (joint activity) determines the formal structure of the team, which is approved by the management; role composition; a list of knowledge, skills and abilities that team members must possess; deadlines for completing the task; the degree of control of the working group by the management.

The next important parameter of team formation is associated with the characteristics of the external organizational environment with which it interacts. In team management, it is customary to speak not about the environment, but about the organizational and cultural context of the team's existence [46]. It is divided into external and internal contexts. The external context will include such characteristics as:

1) organizational climate;

2) the competence of the governing bodies of the parent organization in managing team activities;

3) the complexity / structuredness of the external world;

4) availability / quality of control systems;

5) the level of its uncertainty;

6) the frequency and strength of stressful influences.

The intra-team cultural context is characterized through the description of the following indicators:

1) team norms accepted and shared by all participants;

2) ways of distribution of power;

3) cohesion and connectedness of team members;

4) characteristic ways of organizing and proceeding of team interaction (team processes - coordination, communication, activities to resolve conflicts and decision-making, establish external relations);

5) organization of role distribution.

Therefore, it can be argued that the process of forming a team is the process of forming its internal cultural context, that is, its subculture [37].

An effective team has the following characteristics:

- members of the group have the skills to perform all roles and functions in the group (both leaders and privates) necessary for interaction in the group;

- the group has existed for a long time, building and developing calm working relationships of all members of the group;

- relations between group members and leaders have a high degree of confidentiality, they trust each other;

- The leader of each workgroup has a great influence on shaping the tone and atmosphere in the group in accordance with its principles and practices, therefore, in high-performing groups, the leader adheres to accepted principles of leadership and strives to create an atmosphere of support and cooperation, rather than competition among group members;

- if necessary, group members help each other to successfully achieve personal goals. Mutual assistance is a characteristic of highly effective teams;

- group members are also highly motivated to receive information. Everyone is really interested in any information relevant to the problem;

- the group process in highly effective groups allows for greater influence on the leader;

- the leader of the high performing group is selected. His leadership abilities are so obvious that he only shows himself as a leader in unstructured situations.

In-team effectiveness is based on the emotional intelligence of team members and positive norms, which include sincerity of ideas and feelings, openness, experimentation, helping others to be sincere and open about their ideas and feelings, helping others to experiment, individuality, reflection, interest, inner commitment [12].

The role composition of the team as a factor of effectiveness gives the idea that a group in which there are performers of all roles will work effectively on any task.

In order to achieve sustainable efficiency, it is recommended to ensure the interchangeability of team members in terms of the role composition, which increases the efficiency of achieving the set goal in the face of changes in both the external and internal environment of the team.

Intra-group support also provides better performance, since effective communication and trusting relationships reduce the costs of interaction and ensure that the tasks assigned to the team are solved. The effectiveness of group work is determined by the nature of the interaction of subjects and objects of leadership, interaction in the group and the content of the established rules of interaction [42].

Taking into account and meeting the needs of team members increases motivation, focusing on maximum performance and reducing management costs. Organizational support for the functioning of the personnel motivation system of business organizations should be built depending on the type and motives of the activity, the number of employees, territorial and other factors. A sine qua non for any organization is the need to develop a cross-functional, end-to-end targeting program to address this challenge. In medium and large organizations, within the framework of personnel management services, departments, sectors can be created to develop targeted programs and monitor their successful implementation. Firms, enterprises counting on long-term commercial success, in all cases must keep under constant control the task of staff motivation and constantly improve it in accordance with the changing conditions of the organization and the specific needs of their employees [43].

The variety of forms and methods of personnel motivation, which are successfully used in foreign practice of market management, suggests that in our conditions, each enterprise of common management systems should have special functional subsystems for motivating workers. These subsystems should accumulate

international and domestic experience in this matter and actively influence the efficiency of production activities and management, staff retention, accumulation of technological and managerial experience in organizations [35].

Labor behavior of a person, its beginning, direction and activity is determined by the nature of labor motivation, which is a combination of psychological reasons. There are two functionally interrelated aspects in human labor behavior: incentive and regulatory. Motivation ensures the activation and direction of labor actions, and regulation is responsible for how they are formed from beginning to end in a particular situation. It turns out that any form of labor behavior depends on internal and external factors. Internal factors are determined by the psychological properties of a person, that is, by his motives, and form dispositional motivation. External factors - external conditions and circumstances, called incentives and forming a situational labor motivation [23].

Dispositional and situational motivations are not independent, they are interchangeable and interdependent. Internal motives can be actualized under the influence of a certain situation and, on the contrary, the activation of certain dispositions (motives, needs) leads to a change in the situation, that is, to its perception by the subject. A person's labor behavior should be viewed not as a reaction to certain internal or external stimuli, but as a result of their continuous interaction. This presupposes the consideration of motivation as a process of continuous mutual influence and transformation, in which the subject of action and the situation mutually influence each other and the result of this is actually observed behavior [30].

Summarizing the above, we can conclude that the formation of external conditions, that is, a system of incentives, will determine the system of internal motives of the members of the enterprise team. And vice versa, influencing the formation of internal motivation of employees, the manager will also change the system of external motivation, that is, their perception of a specific situation, and therefore, their attitude to work, innovation and changes in the organization.

There are two main types of motivation for the activities of employees of enterprises. The first is that, through external influences on the members of the production team, they cause certain motives to act, which induce people to carry out certain actions, leading to the desired result for the leader [44].

The second type of motivation is based on the formation of a certain motivational structure of employees. In this case, the main attention is paid to developing and strengthening the motives for the actions of employees that are desirable for the manager or to weaken those motives that interfere with the effectiveness of the activity of an individual and the enterprise as a whole. This type of motivation is in the nature of educational and educational work and its results do not appear immediately, but after a certain period of time.

The formation of an internal motivational system requires a lot of effort, knowledge and abilities of the leader for its implementation, however, its results significantly exceed the results of the first type of motivation. But the use of this type of motivation makes demands on the manager himself, from the point of view of the self-management process. Internal motivated activity has no reward, except for the activity itself. People are involved in this activity for its own sake, and not to achieve any external rewards. Such activity is an end in itself, and not a means to achieve some other end. Many theories of intrinsic motivation have been created to explain the mechanism of its action and formation [44].

However, the theory and practice of management shows that basically Russian science is developing a mechanism for the formation and use of a remuneration system, through the introduction of various forms of remuneration, material and social incentives, the participation of employees in property and profits. While the formation of the internal system of labor motives is considered as a secondary process, the relevance of which will manifest itself only after ensuring the material well-being of the population [16].

It should be noted that the basic element of the entire system of internal motivation of workers is human needs. In accordance with meaningful theories, needs can be classified into primary (lower) and secondary (higher). The well-known concept of the hierarchy of needs, developed by the American psychologist A. Maslow, argues that these groups of needs are in a hierarchical arrangement in relation to each other, and the needs of a higher level begin to actively act on a person after the needs of a lower level are generally satisfied. ... Analyzing this theory, we agree with the opinion of Professor E.A. Utkin that this hierarchy is neither mechanical nor chronological, that is, the levels of motivation may overlap, and in some people the hierarchy may be distorted, which indicates that the individual characteristics of the motivated persons are not taken into account [12].

The results of research by domestic scientists have much in common with the theory of Alderfer, which unites all human needs into three separate groups: the needs of existence; communication needs; growth needs. This author assumes a continuum, not a hierarchy of needs, and argues that the movement to satisfy them goes in both directions: up, if the need of a lower level is not satisfied, and down, if the need of a higher level is not satisfied [11, 14]. At the same time, if the need of the highest level is not satisfied or not developed, then the action of the needs of the lower level increases and this causes the process of personality regression, which is observed among workers of enterprises and explains the presence of a crisis of labor motivation. Those people who are attracted in work by the interest, meaningfulness and social usefulness of labor, and not just the level of material reward, are more inclined to active labor activity and its continuation, despite the unfavorable conditions of life and production. However, according to a sociological survey, only

35% of workers with such a characteristic of labor behavior at domestic enterprises. But in connection with the crisis state of the economy, the needs for material reinforcement are not satisfied, and this has a direct impact on the level of satisfaction with work and life in general, which is a powerful incentive for the strengthening of negative phenomena in the behavior of workers and leads to an increase in theft, crime, alcoholism, drug addiction, mental illness.

To overcome the crisis of labor motivation, it is advisable to develop a group of needs among employees of enterprises, which characterizes a person's desire for development and for the fullest use of their knowledge, abilities, skills and abilities. It is believed that only 44% of enterprise employees fully implement their experience and knowledge. This confirms the thesis about the ineffective use of the potential of ordinary employees of enterprises, and also indicates the presence of reserves for the growth of labor productivity and efficiency. In order to overcome the crisis of labor motivation of employees of enterprises, it is necessary to change the nature of the interaction of the employee's personality with the social sphere, which is possible with the active role of a manager on the basis of the development and use of modern motivational systems that take into account the specifics of human capital [21].

That is why the successful economic activity of a company depends not only on the qualifications of employees, available material resources, the efficiency of using these resources, but also on the motivation of personnel and on the motivational environment of the company as a whole. Motivation is the impact on human behavior to achieve personal, group and social goals. Personnel motivation can be divided into two main groups, internal and external, and depending on the type of work, management principles in a given organization, it is necessary to build a motivational environment in the company. If we consider an individual employee, then the motives of his activities are his needs and interests, it is they that motivate the employee - encourage him to work [12].

The labor activity of each employee is aimed at achieving the set task. The result of the employee's activity can be either positive (the tasks assigned to the employee were performed efficiently and on time), then we can say that the employee was motivated for the result, and the funds invested in his motivation paid off. Also, along with a positive result of activity, a negative result can be achieved (the tasks assigned to the employee were not performed qualitatively, not on time, or the result was not achieved at all), then it is necessary to analyze and choose a way to influence the employee in order to motivate him to successful activity. Each employee has individual needs and interests, therefore, they need to be satisfied individually. Some employees do not like to work, are afraid to take the initiative or just sit back, therefore, they need to be constantly monitored and encouraged to work, this type of incentive can be called administrative. The administrative type of employee incentives leads directly to actions aimed at achieving the assigned task. There is also

another type of workers who work solely for financial well-being. Meeting the financial needs of the employee is the main lever of influence on his activities. In this case, financial well-being is the dominant need of the employee and, by satisfying this need, the employer gets the opportunity to motivate the employee to achieve the task. The introduction of a monthly bonus for the best employee motivates all economically interested employees to improve their productivity and the quality of the work performed. An employee, knowing his needs and clearly seeing the way to meet this need, works much more productively. However, economic motivation for some workers is not enough, and in some cases it turns out to be absolutely useless [35]. There is a group of workers focused on career growth, on the growth of their position in society. For such employees, the prospect of career growth is much more important than the economic side of the issue, an employee who is interested in taking an empty managerial position strives for this goal, works harder, better quality, more than others. It is important to correctly determine the dominant need of the employee and correctly motivate him, as a result, a wrong decision can lead to a decrease in the employee's motivation, up to his dismissal. Economic and status motivation affects the interests and needs of a particular employee, this employee has new interests, therefore, needs that motivate him for further productive and high-quality work. The issue of motivating employees of the company can be considered in another aspect. Poorly organized work, the absence of final goals and the unrealistic achievement of them reduce the motivation of employees, therefore, their productivity, the quality of work decreases. And this, in turn, affects the financial well-being of the entire company. As a result, poor-quality work of employees leads to losses for the company, these factors are the economic and administrative incentives for the manager. In this case, the leader is stimulated to change the internal corporate motivational environment. However, for another group of workers, extrinsic motivation will be unproductive or of no benefit at all [35]. This group of people includes workers mainly engaged in creative activities. For these workers, intrinsic motivation will be the best incentive for action. Such workers are motivated by their intrinsic values. For such workers, the significance of their work is much more important, if the work will fulfill internal needs, natural abilities and inclinations, then this in itself will be the strongest incentive for the employee. Evaluation of the results achieved by a given employee is also important. An employee who performs his work accurately and efficiently, in this case, is motivated by support and approval from his superiors. It is often enough to emphasize the merits of an employee at a general meeting or to award him with a diploma in order to motivate him to continue the high-quality performance of his duties. Creating a motivational environment in a company is a very complex and lengthy process. Informal groups that are formed within the team have a great influence on employees. The internal rules that have developed in the group regulate relations among the

members of this group, and allow maintaining its integrity. It is these rules and norms that can interfere with the clear work of the team, but it is the norms that make it possible to predict the behavior of the group members, therefore, to develop ways of influence and stimulation. When creating a motivational environment for a company, it is necessary to take into account the dominant needs of employees and the time frame in which these needs must be satisfied [15]. The main thing is to give the employee the opportunity to satisfy his dominant need. The motivational environment of the company, based on economic motivation, stabilizes the company and allows you to retain valuable employees with the help of money. Status motivation has the same effect, only it allows you to retain valuable employees by providing them with career opportunities. The motivational environment of the company, based on intangible values, stimulates the activity of employees, increases their labor productivity, and improves the quality of work performed. Basically, in modern companies there is either external motivation of employees or internal. Therefore, in order to create a positive motivational environment within the company, it is necessary to build a motivational environment based both on material incentives and not on material incentives for employees. It is this combination that will satisfy most of the needs that arise from both employees and employers [12].

In the socio-psychological literature on the problems of HR management, the questions of the motivational potential of the employees of the institution are actualized [27]. The employee's motivational potential lies in the availability of reserves for increasing labor productivity. On the one hand, this potential is closely related to the degree of satisfaction with the employee's current motives and the implementation of his basic motives. Actual needs are important for an employee at a particular moment, and basic ones are important in the perspective of professional activity, but can be temporarily relegated to the background. It is important to avoid extremes here, since a high degree of demotivation, as well as a high degree of job satisfaction, equally limit the manager's ability to improve the performance of his subordinates. On the other hand, it is important to take into account the potential of complex incentives, such as the socio-psychological climate in the team, the manager's management style, and the peculiarities of the corporate culture. If the team is divided into separate blurred groupings, the leader shows a conniving management style, and the corporate culture is focused on the values of individualism, then the motivational potential of such a unit or small organization is low [21].

Assessment of motivational potential is carried out by carrying out assessment activities, during which various methods of psychological and socio-psychological diagnostics, specialized methods of collecting and analyzing information are used [14]. These include:

- questionnaires aimed at identifying the needs and motives of employees, or socio-psychological methods aimed at identifying the motivational profile of personnel;

- structured interviews, designed to identify the techniques used by the manager for managing employee motivation in various difficult management situations;

- methods aimed at identifying the socio-psychological climate in the team, the dominant management style of managers and the specifics of corporate culture;

- observation aimed at identifying discrepancies between the ideas of employees and managers about the methods of managing motivation, and determining their effectiveness.

It is advisable to adhere to the cascading principle when conducting a motivational audit, that is, each manager records the methods that he uses to increase the motivation of his subordinates, and the subordinates are asked about what methods the leader applies to them [45]. For example, in an industrial enterprise, managers and their subordinates were asked to rate on a 10-point scale the importance of some methods of motivation management for subordinates (assessment by managers and subordinates of the importance of motivational influences on the part of employees).

Team cohesion is an important socio-psychological characteristic. This concept represents the unity of the labor behavior of team members, based on the community of interests, values, motives and norms of behavior.

By its orientation, team cohesion can be positive (functional), that is, focused on the goals and objectives of joint work activities, and negative (dysfunctional), aimed at achieving goals that contradict public goals, goals of joint activities [23].

Depending on the degree of cohesion, three types of teams are distinguished:

- close-knit, or consolidated, which is characterized by the close relationship of its members, solidarity and friendship, constant mutual assistance. The composition of such a team is relatively stable. Such a team, as a rule, has high performance indicators, good organizational discipline, high employee activity;

- a dismembered (weakly united) type of team, which consists of a number of social and psychological groups that are unfriendly to each other and have their own leaders. Group indicators, the level of industrial discipline, value orientations, the activity of such groups are very different;

- the disunited (conflict) type of team is in essence a formal group of people, in which everyone is on his own, personal friendly contacts between them are absent, they are connected by purely official relations. In such groups, conflicts often arise, there is a high turnover of staff.

It should be borne in mind that the process of team building and development is a reversible process. Under certain circumstances, it can stop and even turn into a

process opposite to itself - into a process of disintegration. The reason for this may be a change in the leader or the structure of the team, the goals of its activities, the level of requirements, or any other changes in the situation of joint activities. In this case, the cohesion of the team directly depends on the requirements of its mission. Team building methods, despite their wide variability, fit into a certain cycle [29].

The first stage is orientation, which corresponds to a low level of team cohesion - the stage of formation. This stage is characterized by the fact that a simple association of people is transformed into a group with common goals and objectives, their professional orientation. Each team member is guided by the new conditions of joint activities. It can be purposeful orientation and self-orientation. Purposeful orientation is carried out by the head through the selection and placement of personnel, detailed information about the goals and objectives, plans and conditions of joint activities. At the same time, it is necessary to take into account how new employees, employees can fit into the team and work well together. It is important to correctly place employees in positions. If people who sympathize with each other find themselves in neighboring, technologically interconnected positions, this improves their mood, increases professional and creative activity.

The second stage is mutually adaptive. It represents the formation of uniform attitudes of behavior of team members. These attitudes can be formed in two ways: under the purposeful educational influence of the leader and through self-adaptation, as a result of imitation and identification of others. Imitation consists in the fact that a person unconsciously adopts the ways of behavior of others, their views and reactions to certain situations.

The third stage is the cohesive, or consolidation stage of the team, the stage of its functional maturity. The leader acts here not as an external force, but as a person who most fully embodies the goals of the team as a whole. In this case, relations of mutual assistance and cooperation prevail.

In addition, there is a fourth stage - the perspective development of the team as an organizational structure. Differs in the maximum level of self-exactingness of each team member. The cohesion of such a team reaches its climax. A healthy socio-psychological climate is being created in it. The socio-psychological climate plays a significant role in the process of team building.

The socio-psychological climate of a team should be understood as a system of socio-psychological relations, reflecting the subjective integration of individual employees and social groups to perform joint activities. This is the internal state of a team, formed as a result of joint activities of its members, their interpersonal communications [1].

The influence of the socio-psychological climate on team cohesion and development can be twofold - stimulating and restraining, which is the basis for its differentiation into favorable (healthy) and unfavorable (unhealthy) [5].

The following characteristics can serve as criteria for a favorable socio-psychological climate:

- first, at the level of group consciousness: a positive assessment of their production activities; optimistic mood prevailing in the life of the team;

- secondly, at the level of behavior: conscientious, proactive attitude of team members to their duties; low level of conflict in interpersonal relations; absence or slight turnover of staff.

2.2. The structure of psychological compatibility teams in the process of joint activities

In the process of team building, the communication process plays a significant role. Communication is a person's need, the most important condition for his labor activity, a force that organizes and unites team members. As a means of rallying employees, communication performs cognitive, communicative and regulatory functions [8].

The cognitive function is that members of a team or group, communicating, exchange information about themselves, their colleagues, ways and methods of solving the tasks assigned to them.

The communicative function is that team members, by communicating, form their own and the general team's emotional state.

The regulatory function is manifested in the influence of team members on their colleagues at work, on their behavior, actions, activity, and the system of value orientations. The leader plays an important role in shaping these relationships. The effectiveness of his influence on the team largely depends on the organization of communication with subordinates. The leader must be impartial, equally exacting and demanding with all subordinates. However, the problem of forming relationships in a team, its cohesion should be considered not only through the system of relations between the leader and the subordinate, but also the subordinate - the leader. Subordinates know what a leader should be like and how he should build his relations with his subordinates: observe certain rules of communication, take into account their individual characteristics, state of health, mood, etc.

In teams, where the importance of the socio-psychological climate is underestimated, tensions develop between people, manifested in frequent conflicts [9]. Team building involves, first of all, identifying the causes of conflict and conducting appropriate proactive work, which can be carried out in the following areas:

- improving the organization and working conditions, ensuring the rhythm and strict coordination of the production process, which causes moral satisfaction among employees with joint activities;

- selection and correct placement of personnel, taking into account their social and professional characteristics and psychological compatibility, which reduces the level of conflict;

- development of criticism and self-criticism of individual team members, etc.

However, it is impossible to completely avoid conflicts in the team. As a rule, no team of employees can do without conflicts. Moreover, conflicts have both negative and positive consequences. They help team members get to know each other, get a more complete picture of mutual expectations and claims, and the administration - about shortcomings in the organization of work, everyday life, and production management. Therefore, it is very important that the clash of views or positions of the conflicting ones does not alienate them from each other, so that controversial issues are resolved and cease to be controversial, so that the conflict does not take a destructive path.

It is possible to regulate the level of team cohesion based on the impact on cohesion factors, which are subdivided into general and local factors [11].

Common factors include the form of ownership of the means of production, the nature of labor, features of the economic mechanism, socio-cultural attributes (values, norms, traditions).

Local factors can be combined into four groups: organizational and technical; economic; socio-psychological; psychological.

Organizational and technical factors are associated with the technical components of the enterprise and are characterized by the level of organization of production (creating conditions for rhythmic work, providing jobs with material elements of labor, a service system, etc.) and labor (the choice of one form or another of the organization of the labor process: individual or joint), the spatial arrangement of workplaces (the frequency of contacts between employees depends, determines the methods of communication in the labor process), organizational order (characterizes the functional relationships and connections existing in the team).

Economic factors are characterized by the forms and systems of remuneration used at the enterprise, by the features of bonuses. It is important here that employees perceive the current distributional relations in the team as fair and participate in this process.

Socio-psychological factors include in their composition social and production information of team members (it consists in communicating to each employee the general goals, tasks, norms, methods of definition, etc.). These factors determine the psychological climate of the team (emotional mood, socio-psychological atmosphere, which can be favorable and unfavorable, optimal and suboptimal). These factors are also determined by the style of leadership, that is, by the behavior of the leader, his organizational skills, and the ability to work with people.

Psychological factors are manifested in the psychological compatibility of team members, a favorable combination of employees' properties that contribute to the effectiveness of joint activities.

The process of team cohesion is managed by influencing the factors that determine cohesion.

General (external) factors include the nature of social relations, the level of development of scientific and technological progress, the peculiarities of the mechanism of economic activity, and specific (internal) ones - the level of organization and management in a team, its socio-psychological climate, and personal composition.

The relationship in the team, its cohesion largely depend on what the team members themselves are, what are their personal qualities and the culture of communication, manifested in the degree of emotional warmth, sympathy or antipathy. The team is formed from individual employees, endowed with different mental properties with different social characteristics. Leadership style plays an important role in the formation and consolidation of the team. The leader in his daily activities must take into account that his employees have different characters, social and psychological qualities, various general educational and special training [18].

As noted, successful teams differ from other teams mainly in that they have more dynamic and effective leadership. When characterizing the dynamic processes in groups, the question naturally arises of how the group is formed, who takes on the functions of its organization.

The issue of leadership and leadership is key to organizational effectiveness. In order to compare the phenomena of leadership and leadership, we first of all need to determine what is meant by the content of these concepts.

Leadership is the manifestation of an individual's ability to exert a decisive influence on other people, to organize and direct their actions. A leader is a person for whom all other members of the group recognize the right to make the most responsible decisions that affect their interests and determine the direction and nature of the activities of the entire group.

In any group, there is a leader, a leader. He may be officially appointed, or he may not occupy any official position, but in fact lead the team because of his organizational skills. The leader is officially appointed from outside, and the leader is self-determined "from below". The leader not only directs and leads his followers, but also wants to lead them, and the followers not only follow the leader, but also want to follow him. The research results of some authors show that the knowledge and abilities of a leader are always assessed by people significantly higher than the corresponding qualities of the rest of the group [30].

In management theory, there are traditional and modern concepts of leadership. There are three traditional concepts: personal, behavioral and situational.

According to the personal concept, the leader has certain properties, traits, thanks to which he is promoted to leaders. The following psychological qualities are inherent in the leader:

- self-confidence;
- sharp and flexible mind;
- strong will;
- activity;
- perseverance;
- decisiveness.

The behavioral concept of leadership is based on active practical actions that the leader takes in the framework of controlling the behavior of followers. Among such actions are the distribution of responsibilities, requirements for subordinates, encouragement or criticism, coordination, etc.

However, the analysis of real groups has shown that sometimes a person becomes a leader who does not possess the listed qualities and abilities, and, on the other hand, a person may have these qualities, but not be a leader.

A situational leadership theory has emerged, according to which the leader becomes the person who, when a situation arises in a group, has the qualities, properties, abilities, experience necessary for optimal resolution of this situation for this group. It is the specifics of the situation that determines the leader. After a change in the situation, such a leader usually resigns as a leader.

Modern leadership concepts are attempts to link together elements of traditional approaches and new findings. There are also three modern concepts: attributive, charismatic and transformative.

The concept of attributive leadership is based on the causal relationship between what happened and what is believed to be the cause of what happened. This connection is explained by the theory of attribution. On the fact of the investigation, a cause is put forward, which is then corrected in order to obtain a new investigation. The leader subjectively establishes the causes of events, ascribes certain qualities to the followers, and gives them assessments. Based on this, the leader corrects both his behavior and the tasks for the followers. In cases of correct establishment of the cause-and-effect relationship, attributive leadership turns out to be very effective. However, inadequate attributes and erroneous assessments on the part of the leader are also possible. In this case, attributive leadership will not only be ineffective, but can also cause great damage to the followers.

The concept of charismatic leadership is based on the concept of charisma". This concept means a special natural ability of a person to influence other people, convince them, lead. A charismatic leader has influence based not on logic and judgment, but on the faith and emotions of those who follow. The latter are

convinced that the leader is always right, he possesses knowledge inaccessible to other employees, exceptional qualities [36].

The concept of transformative (reforming) leadership is built on the leader's ability to translate a new vision of problems into action. The leader builds up an algorithm of activity, explains it, arouses enthusiasm among the followers, sets new tasks for them. Followers count on the knowledge and skill of the leader (leader). Such leadership is effective in the context of innovative (renewing) activities. The attitude of the followers to the leader in each of these concepts can be figuratively expressed as follows:

- in attributive - "I admit - I obey";
- in the charismatic - "I love - I adore";
- in transforming - "respect - counting."

In order for team leadership to be constructive, the leader must have certain qualities.

First of all, he must have a personal desire to occupy a high social status, which not everyone has, and, accordingly, the willingness to take on the associated duties, responsibility, risk. It is believed that a successful leader has an almost magical ability to be in the right place at the right time. Finally, an aspirant for leadership at a high level should have accumulated significant experience in performing various functions by the age of 35 and "mature" as a major leader. Western experts define the duration of such maturation at 5–7 years, that is, the meteoric rise of a career should begin at 27–28 years.

There are two psychological types of leaders: "players" and "open". The first ones look spectacular, reliable, flexible. In fact, they do not know how to work with full dedication and do not cope well with problems. "Open" leaders are less visible, but they are consistent; take on any of the most difficult cases, strive to delve into everything conscientiously, thereby gaining strong trust and respect for a long time. They are also flexible and act taking into account the circumstances, but they do not live in the present day, but are directed to the future. They are the true leaders who have indisputable authority among their subordinates. Subordinates are impressed by a leader who takes responsibility, boldly makes decisions, honestly admits mistakes. Tolerance to people's weaknesses that do not interfere with work also contributes to the growth of authority. Authority takes a long time to gain, but is quickly lost. And the main reasons for this are inactivity and reinsurance. Mistakes have practically no effect on authority - no one is immune from them, and it is not difficult to correct them if desired. Usually an authoritative leader is a natural leader.

Personality criteria that are necessary to be able to organize the work of people and lead them can be [36]:

- the ability to be a tactician - this means the ability to carry out mainly standard and short-term programs;

- the makings of a leader (frontal or hierarchical);
- the ability to establish business contact;
- consistency with generally accepted and professional norms;
- management strategy.

Therefore, a group leader can only be the person who is able to lead the group to the solution of certain group situations, problems, tasks, who carries the most important personality traits for this group, who carries and shares the values that are inherent in the group. The leader is like a mirror of the group, the leader appears in this particular group, what the group is, so is the leader. A person who is a leader in one group does not necessarily become a leader again in another group (a different group, different values, different expectations and requirements for the leader) [30].

On the one hand, leadership is viewed as the presence of a certain set of qualities attributed to those who successfully influence or influence others, on the other hand, leadership is a process of predominantly non-violent influence in the direction of a group or organization achieving its goals.

Psychological compatibility of team members is a set of individual qualities of group members, ensuring the coherence and effectiveness of their joint activities.

Compatibility includes a number of qualities:

- physiological (gender, age and other physiological characteristics);
- psychophysiological (difference in temperaments and biological needs);
- actually psychological (personal character and motives of behavior);
- socio-psychological (values, interests, role expectations).

It is clear that psychological compatibility has a positive effect on labor productivity and product quality.

One of the starting points for ensuring psychological compatibility is taking into account the characteristics of the temperament of the group members [5]. Temperament is a system of emotional and dynamic (characterizing the speed of psychological reactions and activity) personality traits.

In psychology, the basic typology of temperaments is widespread, which includes four types: sanguine, melancholic, choleric and phlegmatic. A fairly visual graphical scheme for the classification of these temperaments was proposed by G. Eysenck. This scheme allows us to classify different temperaments of people depending on two groups of indicators: introversion - extraversion (horizontal axis) and emotional stability - neuroticism (vertical axis).

Extraversion means the psychological orientation of a person to the outside world, others, communication with other people, openness and activity; introversion is the exact opposite type, suggesting the focus of the individual's attention on his own world and interests, increased reflexivity, concentration on internal experiences and external passivity, isolation.

Emotional stability means the stability of the nervous system, manifested in calmness, high immunity to stress, etc.; neuroticism is just the opposite quality.

Knowing and taking into account the characteristics of temperament is an important condition for ensuring group compatibility and effectiveness of activities, as well as optimal distribution of tasks.

In a group, the negative traits of one temperament can be balanced with the positive traits of another, for example, pessimism and withdrawal from the melancholic - with the optimism and sociability of a sanguine person.

The ease of changing moods and increasing choleric is well complemented by the calmness, consistency and steady purposefulness of the phlegmatic.

However, not all types of temperaments can be mutually complementary. The most complex, negative types usually include non-syntonic introverts - internally oriented people with a rigid asocial attitude.

On the basis of personal temperaments, various character traits are distinguished as stable psychological qualities that determine the employee's attitude to business, to himself, to other people, etc. Character traits can be very different: seriousness - frivolity, adherence to principles - lack of principle, collectivism - individualism. Accounting and the optimal combination of various personal characteristics are an important factor in group compatibility and efficiency.

The natural properties of an individual are what is inherent in him from birth and, as a rule, is characterized by one or another degree of expression of such dynamic characteristics as activity and emotionality. The activity of an individual is expressed in the desire for various kinds of activity, the manifestation of oneself, strength and speed of the course of mental processes, motor reaction, that is, it acts as a property of the individual's activity. The extreme expression of activity is, on the one hand, great energy, impetuosity in movement, activity, speech, and on the other - lethargy, passivity of mental processes and speech.

Emotionality manifests itself in varying degrees of an individual's nervous excitability, the dynamics of his emotions and feelings that characterize his attitude to the world around him.

The best use of individual and business qualities of workers can be ensured through various mechanisms of psychological compatibility. The most important ones are the following:

1. Similarity and complementarity (complementarity) of the qualities of interacting workers. The similarity of qualities is necessary, for example, when forming the crews of aircraft or ships, when working on a conveyor belt at a given pace.

2. Contrast of properties and qualities. This mechanism of compatibility is quite rare and manifests itself mainly only when all employees have a pronounced

striving for a common collective goal. In this case, employees with contrasting qualities more fully reflect and perceive reality.

3. Homeostasis - self-regulation of the system that maintains balance through the exchange of information; redistribution of roles and functions with the aim of sustainability and efficiency of group activities. The phenomenon of homeostasis is most clearly observed in highly motivated, close-knit collectives and is manifested in the fact that the group, under the influence of the requirements of the situation, responds flexibly to it, itself redistributes the functions of its members, performs the work of those who are absent, and seeks reserves. Homeostasis, not excluding the action of the first two mechanisms of psychological compatibility, reflects the qualitatively new, systemic properties of the group as a whole.

Psychological compatibility is part of the structure of the socio-psychological climate. The socio-psychological climate is the cumulative effect of the impact of many factors that affect the organization's personnel. It manifests itself in labor motivation, communication between employees, their interpersonal and group relationships. The normal atmosphere of these relations enables each employee to feel like a part of the team, ensures his interest in work and the necessary psychological attitude, and encourages a fair assessment of the achievements and failures, both of his own and colleagues, of the organization as a whole [29].

In the structure of the socio-psychological climate of the team, three main components interact: psychological compatibility of employees, their social optimism, moral upbringing. These components relate to the delicate strings of human communication, intellect, will and emotions of the individual, which largely determine his desire for useful activity, creative work, cooperation and solidarity with others. Knowing the possible reaction of the individual (based on his temperament) allows you to rely on the positive traits of temperament and overcome the negative. So, the impetuosity of the choleric person must be responded to with tact and restraint, the inertia of the phlegmatic person should be better opposed by activity, emotionality, the sadness of the melancholic can be neutralized with optimism. Knowledge of the individual psychological characteristics of team members helps to choose the right form of behavior with him.

Theories that explain human behavior based on his needs have become widespread. The most famous authors: A. Maslow, D. McClelland, F. Herzberg. The need of the individual is the awareness of the absence of something that causes a person to be motivated to act. Within the framework of the need for compatibility, several studies can be distinguished related to the socio-psychological studies of compatibility. This is, first of all, the theory of interpersonal relations by W. Schutz, the main idea of which is to assert the conditioning of interpersonal behavior by the individual orientations of people. According to this theory, each person builds their relationships with other people using their typical models of interpersonal orientation.

The models are based on three fundamental interpersonal needs [22]:

- inclusion - characterized by the desire to establish and maintain favorable relationships with other people;

- control - the range of its functioning varies from the desire to dominate, to influence others to the desire to be controlled;

- love - characterizes the desire to be liked and loved and is reflected in the warm emotional ties that arise between people.

Various combinations of these needs, realized in specific models of interpersonal behavior, result in three types of compatibility:

a) mutual exchange - refers to the mutual manifestation of love, control and inclusion;

b) initiatory - based on the principle of complementarity, that is, complementarity: in this case, one of the team members acts as the subject of the initiative, while others are its object;

c) reciprocal - characterized by the degree to which the manifestation of control, involvement or love by each subject meets the desires of other people in relation to the corresponding need sphere.

Along with the theoretical model, W. Schutz developed special measuring scales that are very popular abroad, which make it possible to carry out comparative and prognostic studies. U. Schutz's approach stimulated many developments in the field of interpersonal compatibility and, as applied to it, is still the most striking example of empirical and applied implementation of scientific ideas.

Another classification of research in the field of psychological compatibility was developed by N.N. Obozov and A.N. Obozov. They described the following three approaches to studying this phenomenon:

a) structural - in accordance with it, compatibility is considered as a similarity or difference in the individual-personal characteristics of partners;

b) functional - compatibility is considered as a result of coordination of intragroup functions, or roles, partners;

c) adaptive - in this case it is not so much about the compatibility itself, but about its consequences in the form of interpersonal relations developing between partners.

A useful moment in the construction of this scheme is the inclusion in it of the functional, that is, essentially the activity aspect of compatibility. Also, the psychological compatibility of team members depends on the types of group activities:

- instrumental (business, labor sphere of team activity);

- emotional or expressive (the sphere within the team communication).

Psychological compatibility can be viewed as a multidimensional phenomenon. Four plans (dimensions) of compatibility can be distinguished [9]:

1. Compatibility, based on teamwork, harmony of team members - due to their long-term, sometimes long-term interaction.

2. Operational-role compatibility - it is based on a good understanding of the partners' plans and actions of each other in different game episodes, regardless of the duration of the preliminary joint affairs.

3. Compatibility in personality traits - based on the mutual correspondence of personality traits of team members.

4. Compatibility in business communication - manifests itself in the satisfaction of partners with interpersonal relationships that develop between them in situations of activity.

One of the significant manifestations of psychological compatibility is characterized by the similarity of life goals and interests of team members.

Compatibility is one of the most important conditions for group cohesion and efficiency. The application of psychological knowledge in management can significantly increase the efficiency and reliability of a wide variety of decisions related to improving organizational performance, with the formation of teams. When solving questions about the psychological compatibility of team members, knowledge of the basics of the psychophysiology of labor will be required, and it should be borne in mind that each person has a varying degree of ability or inability for one or another type of activity. The collaborative environment influences the employees, therefore it is necessary to create an enabling environment for the team members. The team consists of people with different values and attitudes. And they are united not only by common goals, but also by common emotions. A high degree of mutual support also affects the psychological compatibility of people.

2.3. Features of conflict employees in the organization

The modernization of production in our country globally affects all socio-economic mechanisms of employee relations. Therefore, competition, staff motivation, social and labor disputes naturally give rise to conflicts in institutions and organizations. For the socio-economic assessment of an organization, it is necessary to take into account the peculiarities of the course of conflicts in it. Traditionally, conflict is understood as a complex multi-level phenomenon, the key link of which is contradiction. The definitions of the conflict also indicate that the underlying contradictions between the people involved in them are difficult to resolve and are ultimately linked to the success of the economic activity of the organization. In foreign conflictology, there is a tradition to consider the conflict as mutually exclusive, incompatible activities of the goal, as a mismatch of cognitive structures (M. Deutsch, R. Snyder, etc.), as well as within the framework of the motivational-orientational concept as a deviation from the "norm", a way out of a state of

equilibrium (J. Bernard). It turns out that a conflict is the most acute way of resolving significant contradictions that arise in the process of interaction between the parties. At the same time, the attitude towards organizational conflicts changes over time, from understanding them as an exclusively negative factor, to considering conflicts as an indicator of necessary changes in specific aspects of the organization's activities and a tool for the development of the latter.

To manage conflicts, it is necessary to understand the structure of this socio-psychological phenomenon. Thus, with a constructive resolution of the conflict, the prerequisites are created for the normalization of the emotional background: hostility and wariness are softened, the feeling of injustice is reduced, attitudes towards cooperation and social activity are formed. With the destructive development of the conflict, a negative emotional background arises, social ties are violated, attitudes of conflict interaction arise, which prevent further rational behavior in such situations, in particular, the attitude to win at any cost, and not to resolve existing contradictions. Contradictions that give rise to organizational conflicts can be classified based on the nature of the opposition between the subjects. In this case, interpersonal contradictions, intergroup contradictions, contradictions between an individual and a group are distinguished.

Conflict analysis begins with identifying the actors involved and their characteristics. It should be borne in mind that individual employees, participants in conflict interaction, act as carriers of many roles, both within the institutional subsystems of the organization and in informal interaction. In this regard, conflicting subjects in relation to each other have various systems of role expectations.

In organizational conflicts, there is a constant "mixing of genres" when, for example, interpersonal contradictions that do not meaningfully reflect organizational factors are resolved in an administrative way, that is, by means of the institutional subsystem, and business conflicts become overgrown with emotional components (antipathy, hostility, wariness), which leads to its gradual transformation into an interpersonal conflict. In other words, we can say that people involved in a conflict can manifest themselves in all the variety of roles they fulfill, regardless of the nature of the contradiction. When representatives of the same organizational level are involved in opposition, they speak of horizontal conflict. If the subjects of the conflict belong to different organizational levels - about the vertical. The involvement of the subjects of conflict interaction to the same or different organizational levels determines the availability of certain means of confrontation to them. Therefore, the conflicting parties can be characterized from the point of view of their hierarchical level, rank as a participant in the conflict and the tendency to transfer conflict relations to a variety of role relationships.

There is a certain connection between the level of conflict and the degree of uncertainty in the interaction and joint activities of people. On the one hand, it is

known that a high level of uncertainty gives rise to misunderstandings, differences in interpretations of circumstances important for corporate activities, and this gives rise to conflicts. On the other hand, it was found that during the period of the initial adaptation of a specialist, against the background of some of his passivity and, as a consequence, an increase in instructions and instructions from the manager, an excessively high level of certainty arises, which causes the employee's dissatisfaction with the work situation and generates conflict.

But there are also contradictions about which subjects of different levels can conflict. The most general classification of contradictions divides them into objective and subjective. F.M. Borodkin and N.M. Koryak give the following classification of contradictions (incidents) using the same grounds. They stand out:

- objective, purposeful;
- objective unfocused;
- subjective purposeful;
- subjective non-targeted incidents.

This approach makes it possible to characterize a specific case in a more differentiated manner, which turns out to be important when the aggravation of the situation is arbitrary and constitutes an element of the tactics of conflict interaction. Most often, economic, technological or organizational factors are attributed to the number of objective reasons, which is expressed in a lack of resources, time, a disruption in the functioning of production, and also causes a violation of the role structure, manifested in the uncertainty or multiplicity of roles performed by a particular subject. There may be an imprecise segregation of professional responsibilities; poor information system, lack of clear and agreed assessment criteria, rules and norms of behavior; disregard for discipline; uncertainty of production technology, unclear distribution of technological connections and responsibilities. This can also include a complex hierarchy of subordination, when one person is given orders by numerous bosses; vicious circles of management, in the presence of which neither functions, nor duties, nor power are distributed among workplaces.

A special place is occupied by the reasons arising against the background of priorities emerging in a particular organization in relation to various groups of personnel, depending on their affiliation: to certain demographic groups (age and gender); subdivisions of the main or auxiliary production. No less often, the causes of conflicts are the so-called subjective factors, determined mainly by the personal qualities of the workers, including unjustified expectations, individual characteristics of behavior. Conflicts related to this group also arise in the sphere of interpersonal relations and develop against the background of unwritten norms and rules of behavior in the sphere of informal relations. Conflicts based on subjective prerequisites can be resolved both on a personal (by changing the positions of the

interacting parties) and on an objective level, while objective - only by changing the objective circumstances of interaction.

An indispensable condition in predicting ways of resolving a conflict by translating it into a constructive channel is an assessment of the strategies implemented by the participants in the conflict interaction, which, sometimes, are associated not so much with the peculiarities of the contradiction, but also with a whole complex of personal, individual psychological characteristics of a person, as well as with the specifics situations. In a conflict situation, people do not always rationally choose one or another strategy of interaction. According to V.A. Fokin, there are two fundamentally different ways of reacting in conflict situations: a) rational - the behavior of the subject is determined by the goals he has realized, and the means used to achieve his goals are adequate to the current situation, then his behavior is generally predictable; b) irrational - the goals of the subject are not completely clear to him or to those around him; the means used are inadequate to the goals, and his behavior is characterized by the fact that it is not familiar to him in similar situations.

The strategies that are implemented in conflict interaction are reflected in the behavior of people. As a rule, there are five styles of conflict interaction. Various authors use similar but not identical classifications. So, Blake and Moughton include: evasion, smoothing, coercion, compromise, problem solving. W. Thomas and R. Kilman, using two variables: assertiveness (attention to one's own interests) and cooperation (attention to the interests of another), identified the following styles of conflict interaction: avoidance, adaptation, compromise, cooperation and competition.

Competition, competition, confrontation, rivalry implement a strategy aimed at satisfying their interests at the expense of others. Adaptation as opposed to competition means sacrificing one's own interests for the sake of another. Avoidance as a strategy is remarkable in that it is characterized by both a lack of desire for cooperation and a lack of tendency to achieve their own goals. The essence of compromise is the tactic of secondary concessions. The cooperation strategy is implemented in the fact that the participants in the situation come to an alternative that fully satisfies the interests of both parties.

On the basis of practice and theoretical studies of the conflict, it is possible to identify numerous strategies for the behavior of opponents in a situation of opposition. Most of them serve as options for implementing a confrontation strategy, although some of their elements, at first glance, may look like non-interference or even as interaction, which makes it very difficult to determine the true intentions of the conflicting parties.

An essential characteristic of business conflicts is their overgrowth with emotional components (mutual antipathy, hostility, vigilance, distrust, inadequate

interpretation of the motives of opponents' actions, the value of their efforts, distorted assessment of the personal qualities of the representatives of the opposite side). In this regard, additional efforts are required in order to reduce negative emotional tension in the relationship. Its reduction can prevent the final transformation of a business conflict into an interpersonal conflict.

At the same time, it is quite natural to ask what has a greater influence on the likelihood of overcoming conflict-eliminating barriers: personal prerequisites or situational factors? In this regard, there are several approaches to identifying the prerequisites for conflicts:

- personality-oriented, when the reasons for involving a person in conflicts are seen in the peculiarities of the cognitive sphere, in the emotional-volitional differences of people;

- a motivational-oriented approach, which puts in the first place the motivational prerequisites for behavior and joint activity in the organization, when the organization acts as a factor regulating the ability to meet the various needs and expectations of personnel;

- an integral approach that combines the previous two.

K. Thomas and L. Rondi found that conflict is largely due to subjectivity in assessing their own behavior and actions of people. The source of conflict, in their opinion, lies in the tendency to see the cause of disagreements in the behavior, opinions and norms of others. In this case, negative manifestations are exaggerated, assessed as frustrating, more unreasonable compared to their own manifestations of conflict.

N.V. Grishina back in the late 1970s. it was found that socio-psychological factors more than individual psychological characteristics determine the type of conflict behavior. The special place of the prevailing type of relationship to others in the formation of the style of conflict behavior was also pointed out by E.V. Zhuravleva. These studies once again demonstrate the need for extraordinary attention to working relationships in a team, the specifics of organizational culture, as a source of "conflict readiness" of personnel or, conversely, its blocker. T.G. Zakranets showed that the prevailing type of conflict behavior in the team is primarily associated with socio-economic and demographic factors, such as position in the labor market, age, and the structure of professional activity. In addition, the type of situation or the nature of the contradiction that causes the conflicting behavior has a great influence on the choice of the strategy of conflict interaction. The greatest differentiation of the reactions of persons involved in the conflict is characteristic for situations caused by the material, technical and personnel support of activities, in the preparation of innovations, in connection with the peculiarities of relations with the authorities. It is they, most likely, that acquire a different personal meaning, are associated with different experiences of their settlement. At the same time, work

itself or a work situation can be a source of such a level of overstrain, which is accompanied not only by negative manifestations at the level of psychological reactions, but sometimes even leads to health problems. In these cases, it is said that the employee experiences stress stress (motivational stress) during the work process.

The practice of working with personnel shows that the stress arising is a very important factor in the decline in labor efficiency. Moreover, negative manifestations such as addiction to alcohol, psychosomatic illnesses and suicides in some cases are associated with the experience of a professional negative aspects of their activities or, in other words, stress at work. Some publications draw attention to the connection between suicides and the nature of professional activity. Stress is associated with high staff turnover, absenteeism, marriage, accidents, decreased labor productivity, changes in social contacts, the emergence of neuroses and psychosomatic disorders.

Since the 70s. the last century, there are significant changes in the world of work, for example, rapidly expanding organizations appear; there are rapid technical changes; there is a trend towards growing specialization; increased mobility of labor resources. All this creates the prerequisites for the emergence of frustration and stress among employees to an even greater extent. Although there are opinions in the literature that in the field of research on stress associated with the labor process, there is no proper systematization either at the conceptual level or in the designation of the boundaries of the subject area. S. Castle, nevertheless, summarizing many definitions and approaches to the study of this type of stress, identified two concepts - narrower and broader. According to the first, stress in the labor process is the excess of environmental requirements over the available possibilities for their satisfaction. In a broader sense, it is inadequacy in the system of relationships "person - environment". This system includes not only the above ratio of human requirements and capabilities, but also the relationship between human needs and the sources of meeting these needs in the working environment. T.A. Beer and J.E. Newman defines stress in the workplace as a condition caused by the interaction of people and their work, which is characterized by profound changes that prevent people from functioning normally in the workplace.

In order to help prevent stress, it is necessary to know the factors of the work situation that cause it. Research devoted to this issue has been conducted since the mid-60s. last century. As a result, a list of such factors was compiled, the presence of which is associated with a high probability of the occurrence of labor stress in personnel, and this list turns out to be quite extensive. At the same time, it should be remembered that a person's resistance to stress to factors related to the labor situation is influenced by a more general situation that goes beyond not only the labor post and direct production relations, but also outside the enterprise.

In this context, stress factors include working conditions, workloads, role uncertainty, role conflict, responsibility, and not always sufficient wages. It was

revealed that representatives of the middle management level are especially vulnerable to stress. These leaders experience the stress of having little real power with high levels of responsibility. They live with a feeling of pressure, both from the leadership and from the subordinates. They are the target of redundancies or premature retirement due to age. Work stress is experienced by those who suffer from monotonous work, and those who are engaged in innovation and invention. Naturally, the causes of stress in these cases are different.

Frustration stress is identified in situations where:

- production responsibilities do not coincide with the abilities of individuals;
- external working conditions place too high demands on the employee (temperature, working posture, insufficient ventilation, etc.);
- there is a conflict of roles;
- there is an unfavorable socio-psychological climate or insufficiently high social status of an individual in a group (isolation due to physical disability, etc.);
- there is poor leadership;
- there is a role-playing vagueness, uncertainty in the field of career.

F. Lutens, systematizing stress factors, distinguishes the following categories:

- the policy and strategy of the enterprise, for example, leading to staff reductions, the introduction of new technology, the transfer of production to another region, etc.;
- organizational structure, which causes a suboptimal level of centralization and formalization, unsettled relations between headquarters and line units, uncertainty of roles and conflicts, lack of opportunities for advancement; an organizational culture characterized by limitations and distrust;
- an organizational process characterized by tight control, one-way communication, lack of feedback on the activities of employees, centralization of decision-making and the lack of the opportunity to participate in it, the presence of a punishment-oriented motivation system;
- working conditions and safety, the level of physical and mental stress.

Based on the definitions of stress, it can be assumed that not these factors themselves generate stress reactions (changes at the biochemical, physiological, psychological level), but their action in the context of the physical and psychological characteristics of a person.

K.L. Cooper and J. Marshall provide the following data:

- externalists are more adaptive and better oriented in life than internals;
- "rigid" and "mobile" differ in assessing stressful situations: the former are more responsive to the unexpected at work coming from the leadership and are dependent on other people, while the latter, being more open to the influence of other people, are easily overwhelmed;

- achievement oriented show higher independence and involvement in work than safety oriented.

The criteria for the prerequisites for low stress tolerance are anxiety, hypersensitivity, rigidity, and lack of social skills. The question of the role of various types of behavior in the onset of stress is especially discussed. In this context, the type of behavior "A" is distinguished, for whose representatives are characterized by impetuosity, impatience, a tendency to compete, striving for success, victory, gain. Behavior type B is the exact opposite. If initially it was believed that representatives of type "A" are more predisposed to stress, then modern research has shown that the decisive factor determining tolerance to stress is still a tendency to experience the emotions of anger and rage, a high level of human aggressiveness.

Non-optimal mental states that arise in a work situation are a manifestation of frustration and stress. The manifestations of stress, in turn, affect the course of activity. This influence is due to the fact that mental states, being an integrated reflection of both external and internal influences, act as a background for any activity. The experience of apathy, depression, anxiety, fatigue, satiety with activity, boredom or, conversely, overexcitation, euphoria, can significantly affect the level, dynamics and orientation of a person's activity. One of the conditions for increasing social and professional stress resistance is the formation of problem solving skills. It is believed that the formation of self-control skills in the behavior of employees also increases their stress resistance and, accordingly, reduces the level of conflict in the institution.

In both study groups, the study of the styles of intragroup interaction of employees was carried out using the Thomas-Kilmenn method, which is usually used in assessing the socio-psychological conditions of employees' activities in an organization in order to determine the styles of behavior in conflict conditions.

However, the most acceptable way to resolve the conflict in the financial department of "YUS" is the "compromise" style of behavior, that is, the desire to settle disagreements, yielding in something in exchange for concessions from another, the search for a "golden mean". In second place is the style of behavior "evasion", "withdrawal", "avoidance", that is, the desire not to take responsibility for making a decision, denying the conflict as a whole. And only the third place is occupied by such behavior tactics as "cooperation", that is, the search for solutions that fully satisfy the interests of both parties in the course of an open discussion.

The desire to maintain or establish favorable relations (accommodation), ensuring the interests of the partner by smoothing out differences, is least of all used in the financial department of "YUS" to resolve the conflict. But for the employees of the company "RM", this tactic is more acceptable, as well as the tactics of "evasion", "avoidance", that is, the desire not to take responsibility for making

Behavior styles such as "compromise", that is, the desire to resolve differences by giving in to something in exchange for concessions from another, and the style of "cooperation", that is, the search for solutions that fully satisfy the interests of both parties in the course of open discussion, are less used by employees company "RM" to resolve conflict situations. To clarify the data, the individual characteristics of the employees themselves were studied from the standpoint of their conflicts. The employees in both organizations themselves belong to a group of tactful and non-conflict people. As a rule, they, even if they can smooth out the conflict, still avoid critical situations. When they have to enter into an argument, they must take into account how this will affect their position in the group or friendships.

The data obtained allow us to make a preliminary conclusion that the individual characteristics of employees in both groups can least of all affect the formation of socio-psychological conditions in their organizations and that, most likely, this depends on some other reasons. Therefore, such a generalized property of employees in organizations was studied as the ability to withstand social stress in general. To be more precise, we are talking about social tension in organizations, which can reach the level of stress and, of course, characterize the social and psychological conditions of employees' activity.

The study of this issue showed that both the employees of the company "RM" and the employees of the financial department of "YUS" have difficulty coping with stressful situations that are caused by the social and psychological tension of activities in the organization. Apparently, this can be explained by a general trend in modern organizations and institutions, which indicates the intensity of work of many employees in general. To establish the direction of trends of a socio-psychological nature, a study of the stress resistance of employees was carried out, depending on their prevailing attitude towards socially stressful situations in general.

It is clear that the employees of the company "RM" are between the line "not subject to stress" and the line of "fast direction to stress". Prevention of stress resistance in this case will be exactly the measure that is necessary for this organization. Muscle relaxation, fixation on breathing, visualization of a calming attitude - this is what will help to return to the norm of social relations of employees. In such cases, psychological trainings can be useful for employees of the organization, which, according to numerous reviews, can have a pronounced normalizing effect on the socio-psychological conditions of the activities of employees in the organization.

Employees of the financial department of "YUS" are rapidly moving towards stress, not away from it. This can lead to the appearance of symptoms of psychosomatic health disorders, which, incidentally, is consistent with the literature data on this issue. Apparently, it is necessary to learn how to calm oneself down, to relax, that is, to master the methods of mental self-regulation. Like employees of RM,

employees of the financial department of YUS need to use visualization of a calming attitude, muscle relaxation, etc.

It is advisable to study the styles of intragroup interaction in relation to the conditions of the development of conflict tension in conjunction with the analysis of socially stressful behavioral strategies of employees. This is due to the fact that both styles (conflict behavior and social stress resistance) in their totality form the so-called potential for conflict resistance of the organization. Conflict training of personnel and the corresponding competencies of the head of the institution, apparently, should take into account the specific features of this potential in relation to the specific conditions of the socio-economic activity of the organization.

2.4. Socio-psychological team building mechanisms in business

Understanding the essence of the psychological mechanisms of team cohesion in conditions of market competition proceeds from theoretical ideas about the functioning of a small group. In domestic and foreign social psychology, a variety of definitions of a small group are given. So, D. Cartwright, A. Singer, T. Newcomb indicate the following criteria for the definition and selection of a small group: the frequency and duration of interaction between individuals in a group and the number of its members. S. Buhler refers to the typical features of the group: relationships, mutual influences of its members, without which the group does not exist, the certainty of the roles played by individual individuals; isolation of leaders who influence others; commonality of goals, activities and organization; the group members have a sense of "we", the unity of the group; cohesion. G. Dikars understands a group as "a psychologically unified social unit, the members of which are purposefully linked to each other and depend on each other". M. and K. Sheriff believe that a group is a social union, endowed with properties that can be measured and that are important for the behavior of its members. These include: structure and organization, a system of norms governing the behavior of group members, their relationship to each other and to other groups and their members. According to H. Tome and H. Feger, the main feature of a group is the interaction of its members, the decisive criteria for distinguishing a small group are: the number of communicative acts, the frequency and duration of the interaction of individuals in the group. G. Homans also believes that the frequency of interaction, its duration and order are the main characteristics of the concept of "small group".

Other interpretations of the concept of "small group" boil down to the fact that it is:

- a gathering of people involved in a consistently coordinated activity, consciously or unconsciously subordinate to a common goal, the achievement of which brings satisfaction to the participants;

- a miniature social system, through the study of which one can come to an understanding of the social structure as a whole;

- the living space of the individual.

The variety of definitions of the concept "small group" is caused by the variety of theoretical approaches, on the basis of which these definitions are formed. By the beginning of the 70s, as noted by R.L. Krichevsky and E.M. Dubovskaya, foreign authors counted several approaches in the development of group psychology. These include:

1. Field theory, which originates in the works of K. Levin and is based on his thesis that personality behavior is a product of the field of interdependent determinants (the life or social space of the individual). The structural properties of this field are represented by concepts borrowed from set theory, and the dynamic properties are represented by the concepts of psychological and social forces. A holistic group theory within the framework of this approach was not created, but it formed the basis of particular theories of group psychology: the theory of cohesion, the theory of social power, the theory of rivalry - cooperation, the theory of intragroup pressure, the theory of group claims.

2. Interactionist concept, according to which a group is a system of interacting individuals, the functioning of which in a group is described by three basic concepts: individual activity, interaction and attitude. Within the framework of this theory, the structural aspects of the group are investigated.

3. Systems theory. This approach views the group as a system of interrelated positions and fields, emphasizing group “inputs” and “outputs” and viewing the group as an open system.

4. Sociometric direction represents the group through the analysis of intragroup relationships.

5. Psychoanalytic orientation is based on the ideas of Z. Freud, focusing on the motivational and protective mechanisms of the personality. These ideas formed the basis for a number of theories of group dynamics.

6. The general psychological approach is based on the assumption that many ideas about human behavior accumulated in general psychology are applicable to the analysis of group behavior, primarily in the analysis of such individual processes as learning, phenomena of the cognitive sphere, motivation.

7. Empirical-statistical direction, according to which the basic concepts of group theory should be derived from the results of statistical procedures, such as factor analysis, and not be formed a priori. This understanding has led to the widespread use of procedures developed in the field of personality testing and presented in the research of R. Cattell, who proposed one of the theories of group behavior.

8. Formal-model approach is based on formal modeling of group behavior using the mathematical apparatus of model theory and set theory.

9. Reinforcement theory is based on the ideas of Skinner's concept of operant conditioning. According to him, the behavior of individuals in a group is a function of two variables: rewards (positive reinforcement) and costs or punishments (negative reinforcement). The ideas of this theory formed the basis of the socio-psychological theories of small groups by D. Homans, D. Thibault and G. Kelly, who chose intra-dyadic relations as the object of conceptualization and transferred the results of the analysis to large groups.

The prevailing trend abroad today is the integration and interpenetration of approaches, the erasure of strictly delineated conceptual frameworks and the development of local theoretical constructions that do not claim to be broad generalized generalizations, but are designed to explain a narrow range of empirical facts related to a particular group phenomenon (E V. Rudensky).

There are four research approaches in Russian group psychology:

1. The activity approach is based on the principle of activity. Its application to the study of the group gave rise to the stratometric concept of group activity by A.V. Petrovsky, the program-role concept of the group by M.G. Yaroshevsky and the concept of G.M. Andreeva about the model of social-perceptual processes in joint activities.

2. The sociometric direction is based on the wide use of various variants of the sociometric test as the main methodological means of learning a group. The greatest contribution to the development of this direction was made by L.I. Kolominsky.

3. The parametric concept was created by L.I. Umansky. The main idea is that the gradual development of a small group (contact, according to L.I. Umansky) is carried out due to the development of its most important socio-psychological parameters. Within the framework of this concept, the organizational and dynamic characteristics of groups are studied.

4. The organizational and managerial approach is based on the concepts of social organization and managerial activity developed in sociology and social psychology. The origin of this approach was E.S. Kuzmin. Within the framework of work in this direction, the group is considered as a subject of management.

Thus, a small group is a limited collection of directly interacting people who:

a) relatively regular and long-term contact face to face, at a minimum distance, without intermediaries;

b) have common goals, the implementation of which makes it possible to satisfy significant needs and interests;

c) participate in the general system of distribution of functions and roles in joint life, which presupposes the cooperative interdependence of the participants,

which manifests itself both in the final product of joint activity and in the process of its production itself;

d) share common norms and rules of intra- and intergroup behavior, which contributes to the consolidation of intragroup activity and coordination of actions in relation to the environment;

e) regard the benefits of association as outweighing the costs and greater than they could get in other available groups, and therefore feel a sense of solidarity with each other and gratitude to the group;

f) have a clear and differentiated understanding of each other;

g) are connected by rather definite and stable emotional relationships;

h) represent themselves as members of this group and are similarly perceived from the outside (A.I. Dontsov).

Feeling the need for any kind of activity, society creates appropriate organizations designed to meet this need. The main organizational unit of such an organization is a small group - the primary labor collective. The primary labor collective is an association of people who are part of one unit, linked by joint activities and solving a common production task under the leadership of the same manager. Thus, the main activity of the team determines the entire system of relationships and interactions in it, as well as its psychological characteristics. The following types of joint activities are distinguished, arising on the basis of uniform organizational and economic ties in a team.

The technological type is determined by the characteristics of the technological cycle. Tight technological ties lead to the closest contacts (not only business, but also personal) between workers whose jobs are nearby. Contacts with other team members are difficult. Therefore, separate subgroups of the most closely related people arise.

The functional type is associated with the division of the production process into functions. When allocating functions, it is necessary to take into account the individual characteristics of people's activities. With this type of relationship, there are extensive contacts between all members of the group, while personal relationships are significantly influenced by business contacts and preferences.

The economic type unites people by distributing collective earnings between them. The main problem here is to accurately assess the individual contribution of each team member. Of particular importance are the collective nature of solving the issues of material remuneration, the high authority of the leader and trust in him, the level of development in the team of relations of mutual control and responsibility.

Socio-psychological type is a special type of relationship that arises on the basis of people's awareness of their belonging to one group. In such groups, mutual assistance and cooperation, collective responsibility become the norm.

Formal-organizational type - characterizes those teams where really no community arises. There is no interdependence between employees, in fact there are no contacts, business communication, psychological unity.

At the same time, the overall picture of interaction between employees in a team is complemented by personal relationships (Grishina N.V., 2000). Relationships are a system of relationships between people in different groups. Relationships can be formal or informal, business or personal. Interpersonal relationships of people are associated with social relations and are determined by them. The peculiarities of a person's behavior in a team, the results of his work cause certain reactions from other members of the group, form each of them an attitude towards this person, and thus a system of relationships develops in the group. Satisfaction with relationships horizontally (with comrades) and vertically (with leaders) is seen as an important indicator of the socio-psychological climate in the team. Relationship satisfaction scores horizontally are closely related to the frequency of discussion in the team of issues directly related to work, as well as the frequency of contact between team members in their free time. In the most formal setting, personal relationships develop between people in one way or another and they cannot but influence the general atmosphere in the team, the general character, style, tone of relationships in the group.

In a complex system of relationships and interactions in a team, people occupy certain positions based on their unofficial personal authority in a given group of people. Thus, a team is a functional system of interconnected official positions, in which employees have certain rights and responsibilities, and a system of unofficial positions based on the real authority of the team members and the degree of their influence on the group as a whole.

Communication in a team is a complex process that goes from establishing contacts to developing interactions and building relationships. The main function of communication is the organization of joint activities of people, which involves the development of a single strategy of interaction, which is possible only on the basis of coordination of their positions. Another function of communication is people's cognition of each other, as well as the formation and development of interpersonal relations (A.G. Kovalev).

Objective contradictory situations that arise in the activities of people create the potential for conflicts that turn into reality only in combination with subjective factors. Whatever objective conditions exist, ultimately people come into conflict, therefore, what development it will receive depends on their attitude to the situation, their perception of it. The human factor in the emergence of conflict is associated both with the peculiarities of the team's functioning and with the individual personality characteristics of people. The psychological climate prevailing in the team influences the background level of conflict in it, how employees experience

tense stressful situations. The escalation of difficult situations into conflicts more often observed in groups with a low level of development, characterized by the disunity of its members, the lack of unity between them on issues of joint activities and other aspects of interaction. The level of development of the commanding principle itself turns out to be one of the factors that determines the team's ability to optimally overcome difficulties and difficult situations and, conversely, the potential tendency to conflict (A.A. Ershov).

It turns out that the team is fully consistent with the main features of a small group, which is united by a single goal, similar interests and needs for communication and joint activities, and the employees in it are in direct contact with each other. The basic principle of uniting people in a small group is unity of purpose; the main means of unification is interpersonal interaction. The relationships of the members of the small group are predominantly emotional in nature and obey the laws of psychological compatibility and conflict. Small groups are classified on the basis of joint activity, on the basis of the duration of existence (temporary and permanent); on the basis of the level of formation - nominal, connected.

The influence of the emotional atmosphere of the team on the personality can be twofold: stimulating or inhibiting, that is, suppressing the creative initiative, activity and energy of a person. There are several definitions of the concept of "socio-psychological climate". So, E.S. Kuzmin believes that the concept of "psychological climate" reflects the nature of relationships between people, the prevailing tone of public mood, the level of management, conditions and characteristics of work and rest in a given team.

B.F. Lomov included in the concept of "psychological climate" a system of interpersonal relations, psychological in nature (sympathy, antipathy, friendship); psychological mechanisms of interaction between people (imitation, empathy, assistance); system of mutual requirements, general mood, general style of joint work, intellectual, emotional and volitional unity of the team.

V.M. Shepel was one of the first to try to reveal the content of the concept of "socio-psychological climate" as the emotional coloring of the psychological ties of team members, arising on the basis of their proximity, sympathy, coincidence of characters, interests and inclinations. He also identified three "climatic zones" in this concept: 1) the social climate, which is determined by the degree to which employees are aware of common goals and objectives at a given enterprise, to what extent the observance of all constitutional rights of workers as citizens is guaranteed; 2) the moral climate, which is determined by the moral values generally accepted in the given collective; 3) the psychological climate, that is, the informal atmosphere that develops between employees who are in direct contact with each other. That is, the psychological climate is a microclimate, the zone of action of which is much more local than the moral and social (Shepel V.M., 1994).

R.Kh. Shakurov considers the concept of "psychological climate" from its two sides: psychological, which is revealed in the emotional, volitional, intellectual states and properties of the group, and socio-psychological, which is manifested in the integrative features of the group's psychology, which are significant for the preservation of its integrity and for its functioning as independent unification of people.

According to K.K. Platonov and V.G. Kazakov, the socio-psychological climate is a property of a group that is determined by interpersonal relationships that create persistent group moods and thoughts, on which the degree of activity in achieving the goals facing the group depends.

In the socio-psychological climate B.D. Parygin sees not just the sum of the mental components of his individuals, but a powerful factor in enhancing the psychological mood of the team members.

Analysis of various points of view on the content of the concept of "socio-psychological climate" allows us to conclude that it is a multifunctional socio-psychological formation, which mediates any team activity. Its specificity lies in the fact that it is an integral and dynamic characteristic of the mental states of all team members. The relationships that have developed in the team, acting as objective conditions for labor interaction and communication, require from a person not just any, but a very specific style of behavior. The emotions of one member of the team in a certain way motivate the behavior of other members, directing them not only to achieve the goals of the activity, but also to eliminate frustrating influences.

The structure of the socio-psychological climate is determined by the system of relations that have developed in the team between its members and can be characterized by elements that represent a synthesis of social and interpersonal relations. Through social relations, the social content of personal relationships of people in a team is revealed. These are industrial, political, legal, ethical, aesthetic relations. Interpersonal relations are organizational and technological interactions, status-role interconnection, administrative and psychological mutual influence, emotional and logical mutual cognition. They arise on the basis of the substantive and practical activities of the team, are set by the material and technical, organizational, managerial and other conditions of its life. The unity of the content of social and interpersonal relations appears in the form of human relationships (cooperation, competition, cohesion, compatibility, friendship, harmony), as well as in the form of personality traits, on which the psychological characteristics of the communication of people in a team depend (Boyko V.V. et al.).

Forms of address as a means of verbal communication are an essential indicator of the peculiarities of relationships in a team. The predominance of any one form of appeal - orders or requests, proposals or questions, discussions, advice - characterizes the peculiarities of relationships in the team and thus serves as an

indicator of the socio-psychological climate. The study of communication links in a team by the number and direction of contacts, by their content, may indicate the state of relationships in it. The unfavorable development of relationships leads to a gradual isolation of individual team members, a decrease in the number of contacts in it, to the predominance of indirect communication methods, to the curtailment of communication links to formally necessary ones, to a violation of feedback between participants in the activity. Thus, the communicative connections in the team act as empirical indicators of the socio-psychological climate (Boyko V.V. et al.).

The essence of each person is revealed only in connections with other people and is realized in the forms of team interaction, in the processes of communication. Through relationships, a person realizes his social value. Thus, self-esteem acts as a group effect, as one of the forms of manifestation of the socio-psychological climate. Assessment of one's position in the system of social relations and personal connections generates a feeling of greater or lesser satisfaction with oneself and others. The experience of relationships is reflected in moods, causes an improvement or deterioration in the psychological well-being of a person. Through imitation, infection, suggestion, persuasion, various moods in the team spread to all people and, secondarily reflected in their minds, create the psychological background of collective life. Psychological well-being and mood, characterizing the mental state of people, testifies to the quality of the socio-psychological climate in the team. Self-esteem, well-being and mood are social and psychological phenomena, a holistic reaction to the impact of the microenvironment and the entire complex of conditions for a person's activity in a team. They act as subjective forms of manifestation of the socio-psychological climate in the team.

Any person, by virtue of his presence in a social group, and even more so by participating in joint work, influences many areas of the collective's life, including the socio-psychological climate. People have a positive or negative impact on the well-being of others, depending on their socio-psychological and individual psychological properties. The socio-psychological properties of the individual that have a positive impact on the formation of the socio-psychological climate include adherence to principles, responsibility, discipline, activity in interpersonal and intergroup relationships, sociability, culture of behavior, tact. People who are inconsistent, selfish, tactless, etc., have a negative impact on the climate. Peculiarities of mental processes (intellectual, emotional, strong-willed), as well as the temperament and character of the team members, also affect the well-being of people and through it the general climate of the team. In addition, an important role is played by the preparation of a person for work, that is, his knowledge, skills and abilities. High professional competence of a person commands respect, it can serve as an example for others and thereby contribute to the growth of the skill of people working with him (Boyko V.V. et al.).

At different stages of the formation and development of the team, the dynamics of the modality of the emotionality of relations among its employees is observed. At the first stage of team formation, the emotional factor plays a major role (there is an intensive process of psychological orientation, the establishment of connections and positive relationships). At the stage of team building, cognitive processes become more and more important, and each person acts not only as an object of emotional communication, but also as a bearer of certain personal qualities, social norms and attitudes.

Among the factors influencing the socio-psychological climate in the team, such a socio-psychological phenomenon as "climatic indignation" is distinguished. "Climatic indignation" arises as a result of changes in the living conditions of the team or the conditions of interaction between people and affects the well-being of the team as a whole or its individual representatives. Depending on the mood of people, "sthenic" or "asthenic" "climatic disturbances" are distinguished. The content, form, duration, emotional tone of "climatic disturbances" serve as characteristics of its socio-psychological climate, the level of moral development of team members, the level of stress resistance of people in joint work. The emotional mood prevailing in the team does not remain constant, not only throughout the working day, but also over a longer period. The external emotiogenic factors of collective activity include socio-economic and everyday characteristics of activity, technological and socio-demographic characteristics of interacting subjects. External and internal (subjective) factors, causing "climatic disturbances", can change the socio-psychological climate in the team (Y.P. Platonov).

In terms of its significance, the socio-psychological climate of the team is close to the concept of "team cohesion", which is understood as the degree of emotional acceptability, satisfaction with relations between group members. Cohesion is formed on the basis of the similarity of the ideas of employees on the essential issues of the life of their team.

The most important problem in the study of the socio-psychological climate is to identify the factors that shape it. The most important factors that determine the level of the psychological climate in the team are the personality of the leader and the system of selection and placement of administrative personnel (V.N. Litvinov). He is also influenced by the personal qualities of the leader, the style and methods of leadership, the authority of the leader (V.V. Vichev), as well as the individual characteristics of the team members.

The leader influences almost all factors that determine the socio-psychological climate. The selection of personnel, the encouragement and punishment of team members, their promotion, and the organization of employees' work depend on it. Much depends on his leadership style. In the management of an organization, there are several management styles.

In a bureaucratic style of management, the content of the management and the form are separated from each other. The form is punctually observed by the bureaucrat, but it does not correspond to the situation. The actions of such a leader are ordered, but this is a procedure that is designed for an instructive, average situation, the order turns into an end in itself. For bureaucrats, the following are characteristic: an attitude toward general organization, an attitude toward pseudo-initiative (presenting oneself as innovators), and a "weather vane" attitude (the opinion of the higher management about it is the absolute criterion of the importance and effectiveness of any work). Thus, with a bureaucratic management style, the team goals of joint activities are deformed, which is a source of conflict situations.

The directive style of leadership is based on strict and one-sided requirements presented in the form of orders, orders, instructions. This style is expressed in the leader's striving for autocracy, single-handed decision-making and, under certain conditions, gives rise to the type of authoritarian leader, tough, heartless and often unfair.

The most stressful for the team is the autocratic style of leadership, the characteristic features of which are business, brief orders from the head, prohibitions without condescension, with a threat, "dry tongue", an inhospitable tone, subjective praise and censure, rejection of emotions. In their activities, autocratic leaders adhere to the following rules: you need to demand less of yourself, you can not bother yourself with the analysis of any cases, do not delve into their content, do not consult with subordinates, it is easier to command than to organize the production and educational process. Rudeness, tyranny can be a means of protecting an autocrat, because business relationships will inevitably reveal his ignorance, inconsistency and, as a result, a painful intolerance to criticism. The autocrat believes that subordinates should be afraid of him, this is caused by his lust for power and hypertrophied conceit (F.E. Vasilyuk).

The emergence of conflict situations may be based on the desire of the leader to create his own pseudo-authority. Interpersonal conflicts arising in the team can be overcome by the authority of the leader, by recognizing his right to resolve the conflict situation that has arisen. Subordinates treat the orders of an authoritative and unauthorized leader differently. Orders of an unauthorized leader almost always turn into distrust of the competence and appropriateness of the decisions he makes, which contains the possibility of conflict situations. Therefore, some managers in their activities seek to artificially create their authority. The types of pseudo-authorities were most fully revealed by A.S. Makarenko, who also showed the ways of their creation.

The authority of the distance is manifested in the opinion of the leader that the further he is from his subordinates, the less often he sees them and the more he keeps himself officially, the more significant his influence on them.

The authority of kindness stems from a leader's misunderstanding of the essence of a sensitive attitude towards subordinates and is characterized by low demands on an individual or a team as a whole. At the same time, there is a danger that sensitivity, responsiveness, not combined with high exactingness, can easily turn into their opposite.

The authority of bribery is manifested when the leader follows the rule: "I promise you this and that if you do this". But it may turn out that the reward will depend on the whim of the leader, on his likes or dislikes. This distorts the meaning of the service relationship, causes moral damage not only to one person, but to the entire team. Such actions breed servility.

The authority of reasoning is associated with the fact that the leader annoys his subordinates with endless edifications, boring and meaningless teachings, mistakenly believing that this will increase his influence on people. Such leadership often provokes hostility or even an open affective reaction of subordinates and can serve as a source of conflict situations. The educational value of such an impact on a subordinate is minimal.

The authority of pedantry is characterized by the tendency of the leader to petty tutelage, excessively strict regulation of the activities of subordinates. Incompetent leaders are more likely to suffer from pedantry. The person is not competent enough in his activities, he comes up with artificial criteria for evaluating subordinates. These criteria often have nothing to do with the nature of the work being done. "Working out" of subordinates becomes the rule of work for such a leader, who believes that the example of one will become an example for all.

The authority of arrogance is built on the arrogance of the leader, overblown vanity, pride in one's actual or perceived merits. Leaders who build their authority on arrogance, ignoring the opinions of others, are very sensitive to criticism, which, even if expressed in a benevolent form, is perceived aggressively.

Authority suppression refers to extreme forms of pseudo-authority formation. The main weapon of such a leader is continuous threats of the use of power, and disciplinary measures are understood as a universal means of influencing subordinates. The authority of suppression, based on fear, generates a negative attitude towards the decisions of the leader, deprives subordinates of confidence and initiative (A.S. Makarenko).

The socio-psychological climate is the psychological attitude in the team in relation to the conditions of joint activities. The main factors of the psychological climate: vertical and horizontal relationships, their style and norms, and then various components of the production environment (organization and working conditions, stimulation system). The nature of the socio-psychological climate generally depends on the degree of formation and cohesion of the team. There is a direct positive

relationship between the socio-psychological climate in the team and the effectiveness of the joint activities of its members (G.M. Andreeva).

The socio-psychological climate is the result of joint activities of people, their interpersonal interaction. It manifests itself in such group effects as the mood and opinion of team members, individual well-being and assessments of the living conditions and work of the individual in the team. These effects are expressed in relationships associated with the labor process and the solution of the general tasks of the team. The members of the team, as individuals, determine its social microstructure, the originality of which is determined by social and demographic characteristics (age, gender, profession, education, nationality, social origin). Psychological personality traits contribute or hinder the formation of a sense of community, that is, they affect the formation of the socio-psychological climate in the team.

A conflict or conflict situation is the cause of stressful situations in the process of joint work. There are different points of view in defining the concept of "conflict" and its classification. In Russian psychology, a conceptual scheme for describing the conflict has been developed. The scheme that was proposed by L.A. Petrovskaya, contains four categorical groups: the structure of the conflict, its dynamics, functions and typology. A.A. Antsupov and A.I. Shipilov stand out: the essence of the conflict, its genesis, evolution of the conflict, classification, structure, dynamics, functions, information in the conflict, prevention, conflict resolution, methods of diagnosis and research of the conflict (A.A. Antsupov, A.I. Shipilov).

So, K.K. Platonov and V.G. Cossacks defined a conflict as a conscious contradiction between communicating individuals, which is accompanied by attempts to resolve it against the background of emotional relationships. A.A. Ershov defined conflict as the action of opposite, incompatible in a given situation motives, interests, and types of behavior. N.V. Grishina views the conflict as a conscious obstacle in achieving the goals of joint activities, as a reaction based on the incompatibility of characters, the dissimilarity of cultural foundations and needs.

D.P. Kaidalov and E.I. Suimenko is called a conflict a clash of interests, views, attitudes, aspirations of an individual. A.G. Kovalev believes that conflict is a phenomenon of interpersonal and group relations, it is a manifestation of confrontation, an active clash of assessments, principles, opinions, characters, and standards of behavior. Conflict is the destruction of these relationships at the emotional, cognitive or behavioral levels.

From the point of view of the mental state of the opposing sides, the conflict acts both as a defensive reaction and as an emotionally colored response.

At the heart of the emergence of conflicts are the contradictions that arise in the process of work: the contradictions of the search, when innovation collides with conservatism; contradictions of group interests, when only group interests are

defended while ignoring common interests; contradictions associated with personal, selfish motives, when self-interest, careerism suppress all other motives; contradictions of unfulfilled expectations; political contradictions (antisocial actions). Contradictions lead to conflicts only when they affect the social status of a group or individual, material or spiritual values of people, their prestige, moral, moral dignity of the individual. Such contradictions not only cause a negative assessment, but are also accompanied by various emotional affects, such as resentment, anger, contempt, indignation, indignation, fear. Emotions often push a person to fight, and in this case, instead of a contradiction, a confrontation arises. Thus, a conflict is a contradiction characterized by a confrontation between the conflicting parties. Conflicts arise on the basis of opposing interests, social attitudes and orientations of the individuals involved in the conflict of people.

In psychology, there is still no generally accepted understanding of the essence of the conflict. Some authors interpret it as collision, opposition, contradiction. Others understand conflict as a type of communication, situational incompatibility, a situation of not found a way out, a type of competitive interaction. Among the essential features of the conflict are: the presence of contradictions between the subjects, their opposition, negative emotions in relation to each other (G.L. Smirnov).

In the basic groups, conflicts are divided into short-term and protracted conflicts. Most conflicts are brewing gradually, the conflicting parties only in a narrow circle express their claims. Attempts are being made to resolve the issue peacefully, by granting a request or canceling an order. If this method does not cause a positive reaction or encounters a refusal, the conflict comes out of the incubation, latent period into an open form, while each of the parties seeks not only to justify their actions, but also to attract supporters. Thus, the conflict becomes protracted.

According to the goals advocated by the parties, conflicts are divided into pursuing personal, group and public goals. The goals are also divided according to their moral content (for the sake of which the conflict is started), in time (close or distant), in publicity (open or hidden) (Grishina N.V., 2003).

In terms of volume, conflicts are divided into global (cover the entire team or most of it) and partial (between employees or between an employee and a manager).

Conflicts are divided into positive (constructive) and negative (destructive) conflicts. The positive role of conflicts lies in the fact that they are necessary and even inevitable in the process of forming a team (T.M. Dankova). The constructive side is more pronounced when the level of conflict is sufficient to motivate people. Such conflicts arise on the basis of differences in goals, objectively determined by the nature of the work performed. The development of such a conflict is accompanied by a more active exchange of information, coordination of various positions and a desire to understand each other. By discussing the differences, a compromise solution is developed based on a creative and innovative approach to the problem. This decision

leads to more efficient work in the organization. The presence of positive properties in a conflict is often the reason that such conflicts are artificially built into the structure of the organization in order to obtain the desired positive effect. The strength of the team is manifested in the productive resolution of contradictions on the way of rallying and successful achievement of creative and constructive goals (O.S. Vykhansky, A.I. Naumov).

The devastating consequences of conflict arise when the conflict is either very small or very strong. When the conflict is small, then most often it goes unnoticed and does not find adequate resolution. The differences seem to be very minor to induce the participants to make the necessary changes. However, they remain and cannot but affect the overall performance. A conflict that has reached a strong state is accompanied by the development of stress among its participants, which leads to a decrease in morale and cohesion. Communication networks are destroyed, decisions are made in conditions of concealment or distortion of information and do not have sufficient motivating power (O.S. Vykhansky, A.I. Naumov). At the same time, according to T.M. Dankova, there is a certain minimum of conflict, which helps to maintain a certain tone of social activity in the group.

From the point of view of the causes of a conflict situation, there are three types of conflicts.

1. Conflict of goals. The situation is characterized by the fact that the parties involved in it see differently the desired state of the object in the future.

2. Conflict of views, when the parties involved disagree in views, ideas and thoughts on the problem being solved.

3. Conflict of feelings, when the participants have different feelings and emotions that underlie their relationship with each other as individuals. People simply irritate each other with the style of their behavior, business conduct, interaction (O.S. Vykhansky, A.I. Naumov).

The reasons for the emergence of conflict situations in the team can be very diverse. These include:

1. Deficiencies in the organization of production processes, unfavorable working conditions, imperfect forms of its stimulation.

2. Wrong actions of the leader due to lack of experience (inability to distribute tasks, improper use of the labor incentive system, inability to understand the psychology of a subordinate).

3. Deficiencies in the work style and misbehavior of the leader, collision with stereotypes that have become firmly established in the minds of subordinates under the influence of the work style of former leaders.

4. Divergence of opinions of workers in the assessment of the phenomena of production life.

5. Violation of intragroup norms of behavior, the breakdown of the collective into various groups, the emergence of disagreements between different categories of workers (for example, "old-timers" and "newcomers", the allocation of "irreplaceable").

6. Contradictions of the interests of people, their functions in labor activity.

7. Incompatibility due to personal, socio-demographic (gender, age, social origin) differences. Personal conflicts become more frequent in teams of homogeneous gender, they eventually affect the business sphere of employee relations and develop into business conflicts, not contributing to cohesion in the team.

8. Personal characteristics of individuals - specific features of behavior, attitude to work and team, character traits (Grishina NV, 2000).

The psychological characteristics of the team's functioning, which also affect the likelihood of conflicts in it, include the general nature of the relations that have developed in it. The complex system of business and personal relations can be characterized in terms of mutual benevolence, focus on cooperation, readiness of team members for a joint peaceful settlement of the problems that have arisen. There is a tendency to irradiation of the communication traditions that are developing in the team, which is manifested in the fact that the tendency of the leader to conflict behavior, introducing him a component of tension in relations with subordinates has a negative impact on their relations with each other. On the contrary, the ability of a leader not only not to exacerbate difficult situations, but also to relieve tension, to translate nascent conflicts into the channel of constructive business discussion, contributes to the development of a similar style in relations between ordinary team members. Thus, the general style of relations in a team can become a guarantee against the emergence of excessive conflicts in a favorable climate, and in an unfavorable atmosphere, predispose to the escalation of difficulties and tense situations arising in the group into conflicts.

The evolution of the conflict, according to A.Ya. Antsupov and A.I. Shipilov, has nine types: macroevolution, interspecific, intraspecific in animals, in ontogeny in animals, in anthropogenesis, socio-historical, evolution of conflicts in the twentieth century, in human ontogeny, the evolution of specific conflicts.

The structural components of the conflict include the object and subject of the conflict, the personalities of opponents, the situation in the country, region, place of residence, working and living conditions of a person, the environment of social interaction, as well as the needs, interests, goals of opponents and conflict interaction (techniques and methods of influencing each other friend).

In the dynamics of conflicts, the following stages are distinguished: the emergence of an objective inter-conflict situation, its awareness as a conflict one, an incident or a conflict itself, conflict resolution, a post-conflict situation.

Conflict functions are divided into constructive and destructive. In group relations, the constructive function of the conflict is manifested in contributing to the prevention of stagnation, serves as a source of innovation and further development.

The conflict, revealing and eliminating the objective contradictions existing between the team members, helps to stabilize it as a group. The destructive function of the conflict at the group level is manifested in the violation of the communication system, relationships, the weakening of value-orientational unity, the decrease in group cohesion and, as a result, the decrease in the effectiveness of the functioning of the group as a whole. Usually, the conflict carries both constructive and destructive sides, as the conflict develops, its functionality can change. The conflict is evaluated by the predominance of a particular function (L.A. Petrovskaya).

Information in a conflict is represented by information models of a conflict situation, information exchange between opponents and the information environment in which the conflict is taking place (A.Ya. Antsupov, A.I. Shipilov).

Conflict prevention is the creation of objective conditions and subjective prerequisites that contribute to the resolution of pre-conflict situations in non-conflict ways (D.G. Scott).

Conflict resolution in a group involves the ability of leaders to resolve conflicts between subordinates. When resolving conflicts, a team response is also important, which largely depends on which socio-psychological type this or that member belongs to. V.M. Shepel proposed a typology of team members, based on the personality traits of an employee, manifested in his attitude to the goals of joint activities. "Collectivists" gravitate towards collective action, always support public undertakings, live by the concerns of the team, and strive to actively interact with their colleagues. "Individualists" gravitate towards individual work, independently carry out tasks, are indifferent to the general affairs of the team. "Claimists" actively participate in common activities, are independent and persistent in achieving goals, but they have heightened vanity, are touchy, like to be in the spotlight, and have certain claims to leadership in a team. "Conformists" are not independent in assessing the problems of joint activities, they are guided by the attitude of the leader, leaders or the majority to these problems. They tend to adhere to the widespread opinion in the team on certain events, quickly adapt to inconveniences and existing conditions, prefer to act like the majority. "Passive" are characterized by a low level of volitional preparation. They often have good impulses, the desire to actively participate in joint affairs, but they lack willpower. They usually take a wait-and-see attitude, rather indifferent to both the successes and failures of the team. This typology is somewhat arbitrary, since the boundaries between groups are rather relative (Shepel V.M., 1996).

Practically all diagnostic methods are related to the methods of diagnostics and research of conflicts, but most often - laboratory experiments, retrospective and blank methods and tests.

There are five levels of conflicts in an organization: within a person, between individuals, within a group, between groups, within an organization. These levels are closely related. For example, intrapersonal conflict can cause an individual to act aggressively towards others and thereby cause interpersonal conflict.

Intrapersonal conflict occurs within the individual and is often a conflict of goals or a conflict of views. It becomes a conflict of goals when the individual chooses and tries to achieve mutually exclusive goals. Intrapersonal conflict becomes a conflict of views when an individual admits the failure of his thoughts, dispositions, values, or his behavior in general.

Interpersonal conflict involves two or more individuals if they perceive themselves to be in opposition to each other in terms of goals, dispositions, values, or behavior.

Intra-group conflict is not just a sum of interpersonal conflicts, but a clash between parts or all members of the group, affecting the group dynamics and the results of the group as a whole. Production, social and emotional processes within a group affect the appearance of causes and ways of resolving intragroup conflicts. Often an intragroup conflict arises as a result of a change in the balance of power in a group: a change in leadership, the emergence of an informal leader, the development of grouping.

Intergroup conflict is a confrontation or clash between two or more groups in an organization. Such confrontation can be based on professional, industrial, social or emotional foundations. Typically, these conflicts are intense and, if mismanaged, do not benefit either group. The transition of an intergroup conflict to an emotional stage has a destructive effect not only on the groups involved in it, but also on the organization as a whole and on each individual participant separately. The development of an intragroup conflict leads to an intraorganizational conflict.

Intra-organizational conflict arises in connection with the confrontation arising on the basis of how individual work or the organization as a whole were designed or on the basis of how power is formally distributed in the organization. There are four types of this conflict:

- vertical - this is a conflict between levels of management in an organization. Its emergence and resolution is conditioned by those aspects of the life of the organization that affect vertical ties in the organizational structure: goals, power, communications, culture;

- horizontal conflict involves parts of the organization equal in status and most often acts as a conflict of goals. The development of horizontal connections in the structure of the organization largely helps to resolve it;

- a linear-functional conflict is often conscious or sensual. Its resolution is associated with improved relations between management and specialists;

- a role conflict arises when an individual performing a certain role receives a task that is inadequate to his role (O.S. Vikhansky, A.I. Naumov).

There are five main strategies for conflict resolution. They are based on a system called the Thomas-Kilmenn method. The method was developed by K.U. Thomas and R.H. Kilmennom back in 1972. The system allows each person to create their own style of conflict resolution. The style of behavior in a particular conflict is determined by the measure in which the team member wants to satisfy his own interests (acting actively or passively) and the interests of the other party (acting jointly or individually). If you put this in graphical form, you get a Thomas-Kilmenn grid, which allows you to determine the place and name for each of the five main conflict resolution strategies.

Conflict resolution by force implements such a solution to a situation when a person feels wrong or when another person has more power. The use of this style can mean the individual's decision to give the conflict the opportunity to develop. This style can also be associated with aversion to tension and frustration. In some cases, trying to avoid conflict can reduce its intensity. However, ignoring disagreement can lead to more resentment. With this approach to the conflict, both sides lose (O.S. Vikhansky, A.I. Naumov).

The style of competition or conflict resolution by force is characterized by great personal involvement and interest in resolving the conflict, but without taking into account the positions of the other side. This is a win-lose style. To apply this style, you must have power or physical advantage. This style can in some cases help to achieve individual goals. It requires the employee to use volitional qualities. However, others have an unfavorable impression of an employee with this style of behavior.

The style of cooperation is characterized by both a high degree of personal involvement in it and a strong desire to join forces with others to resolve interpersonal conflict. With this approach, each side wins. People using this style usually have the following characteristics:

- they see the conflict as a normal event that helps and even if it is properly managed, it leads to a more creative solution;

- at the same time, they show trust and frankness in relation to others;

- they recognize that with such a mutually satisfying outcome of the conflict, all its participants seem to take on an obligation within the framework of a common solution;

- they believe that each participant in the conflict has equal rights in its resolution and everyone's point of view has the right to exist;

- they believe that no one should be sacrificed in the interests of all.

Often such individuals are considered dynamic natures about whom others have a favorable opinion.

The adaptive style that encourages entering into the position of the other side is behavior based on the desire to cooperate with others, but without introducing a strong interest in this cooperation. This win-win style has a tinge of altruism. This style can express a long-term strategy in order to develop in others an orientation towards cooperation in resolving interpersonal conflict. This style helps in striving to realize the desires of others. Owners of this style are generally assessed positively by others, but are perceived by others as weak natures, easily amenable to other people's influence.

The style of compromise consists in such behavior during the resolution of interpersonal conflict, which moderately takes into account the interests of each of the parties. The implementation of this style is associated with negotiations, during which each of the parties makes certain concessions. Compromise is widely used in conflict resolution and those who use it are generally appreciated by others. This is a no-lose-no-win style. In many situations, the style of compromise allows for a quick resolution of the conflict, especially in cases where one of the parties has clear advantages.

Analysis of V.A. Goryanina's data showed that suppressive and selective strategies, complementing each other, hinder the emergence of a joint space of interaction, cause negative feelings, hostility, distrust, uncertainty, disappointment, mutual negative assessments, alienation, and conflicts in relationships. At the same time, suppressive and selective strategies are associated with deprivation of the need for recognition, a negative attitude of the individual towards himself and others. A person inclined to use suppressive and selective strategies experiences an internal conflict between the desire to be himself, to openly express his feelings and desires, on the one hand, and the desire to comply with the lifestyle approved by the authorities, ideas, standards, on the other. This conflict is accompanied by a deprivation of the need for freedom. This conflict is accompanied by contradictory attitudes, duality, self-doubt, weakness, helplessness, inability to defend one's opinion and influence others; experiences of emotional states of sadness, longing, intense anxiety, fear, pain, anger, which are found in non-verbal behavior and statements.

A conflict in a team is a conscious contradiction between its members, which is accompanied by attempts to resolve it against the background of emotional relationships. To resolve conflicts, team members use certain strategies of behavior, namely: a strategy of competition, adjustment, avoidance, compromise and cooperation.

- you should always encourage initiative, and not strive to squeeze out of employees everything they are capable of;

- it is important for employees to constantly provide information on the results and quality of their professional activities;
- each employee, if possible, should be his own boss.

All this testifies to the presence of strong ties of personnel motivation in the structure of social and psychological relations with the organization of personnel work in general. Organization management in the modern sense assumes the harmonious functioning of the entire complex of industrial relations in order to increase the efficiency and reliability of personnel.

CHAPTER 3.
FORMATION OF THE PERSONNEL RESERVE AND HOW TO WORK WITH IT

3.1. HR principles in the field of training reserve organization

The purpose of forming a talent pool is to ensure that middle and top managers with minimal damage to the business managed to eliminate personnel problems that arise in the company's structural divisions due to staff turnover. The meaning of this process is that the movement of personnel in the company should not be chaotic, on the contrary, it should be as predicted and planned as possible, and also fit into the general concept of the progressive development of the company's organizational structure and strengthening its personnel potential.

Staff movement. Effective work with the talent pool is impossible without understanding the general logic and patterns of the personnel movement process in the company. Personnel movement is a basic category of personnel management. The personnel movement process is the reality that inevitably has to be reckoned with. Moreover, the most important characteristic of this process is its irreversibility. Mistakes in the organization of the movement of personnel within the company, as a rule, lead to the dismissal of employees who could still be of great benefit to the company.

Personnel movements, like any other reality, are almost impossible to assess in simple categories "good" and "bad". Any reality is contradictory, it has its positive and negative sides. Therefore, it is not about assessments, but about the ability to manage processes - to effectively use the positive and to minimize the negative as much as possible.

Staff turnover. In the classic models of personnel management, the idea has always dominated that the stability of the team is the highest good for the company. Accordingly, stability was opposed to turnover as an extreme form of staff turnover. The increased turnover of personnel causes considerable damage to the company:

- communication is disrupted - old employees lose their usual functional partners, due to which labor productivity may decrease;
- the remaining employees bear large functional loads;
- the socio-psychological climate in the team is changing;
- the predictability of reactions to management influences decreases;
- there are additional costs for the company associated with the recruitment, training and temporary replacement of personnel, etc.

It makes no sense to dispute the obvious - staff turnover is a negative phenomenon. Therefore, it is fundamentally important, on the one hand, to understand the causes of staff turnover and to minimize this phenomenon, on the

other hand, to find the positive that characterizes the movement of personnel and to use it.

Personnel movement gives managers additional freedom of maneuver, especially in a situation where the company requires not just evolutionary reform, but more radical methods of organizational and management correction. After all, a long-established and practically unchanging collective always has increased conservatism and inertia and, as a result, is inclined to oppose any change. In order for the situation to remain controlled and managed, it is necessary to maintain statistics that record the movement of personnel with absolute and relative indicators of turnover.

The absolute indicators of personnel movement, as a rule, include turnover on admission and turnover on retirement. Hiring turnover reflects the number of people who are hired, and retirement turnover - the number of people who left the organization for a fixed period of time. It is considered that under normal operating conditions of the company, the turnover on disposal should not exceed 5% per year. Exceeding this threshold, adjusted for specific conditions, can be interpreted as staff turnover. At the same time, people who dropped out for objective reasons: military service, health status, age are not taken into account.

Additional absolute indicators of personnel movement are the following values:

- the number of replaced employees - the smaller value from the number of hired and dismissed for the reporting period;
- an indicator of the constancy of the team - the difference between the payroll at the beginning of the reporting period and the number of people who quit in the same period.

The relative turnover of personnel can be recorded by calculating a number of combined indicators. So, V. Vesnin in the book "Practical personnel management" (Moscow, 2003) identifies five such indicators:

- the intensity of the recruitment turnover is equal to the ratio of the number of employees accepted for the period to the average number of personnel for the period;
- the intensity of turnover on retirement is equal to the ratio of the number of retired employees for the period for all reasons to the average headcount for the period;
- the coefficient of staff constancy is equal to the ratio of the number of employees on the lists of the organization during the entire period to the average number of personnel for the period;
- the coefficient of staff turnover is equal to the ratio of excessive staff turnover to the average number of staff for the period;
- the coefficient of staffing is equal to the ratio of the number of persons with a certain experience leaving the organization to the average number of personnel for the period.

Internal displacement. In addition to personnel turnover associated with the recruitment of new employees and the dismissal of old ones, there is always a movement of personnel within the company - replacement, reshuffle, rotation and promotion. The specifics of internal movements may be different, however, the general logic of this process is due to the following circumstances:

- urgent solution of suddenly arisen personnel problems;
- optimization of the placement of personnel;
- increasing the general level of competence of employees and strengthening the management apparatus of the company.

The mechanism of promotion of a specialist or manager is based on a complex interaction of the needs and proposals of the company - the employer and the employee himself.

The functioning of this mechanism is quite simple and straightforward. Nevertheless, in practice, problems constantly arise associated with the erroneous nomination for promotion of candidates for this unsuitable, and, at the same time, ignoring the growth potential of really promising employees. Both mistakes often lead to premature dismissal of both. The main problem is the inability (or unwillingness) of the relevant officials to correctly determine the level of growth potential of this or that employee. With a linear increase, the main danger is the insufficient level of managerial (managerial) potential of the candidate. With a non-linear increase, the risk is doubled due to the possible inability of the employee to effectively perform new specific professional functions.

Personnel movements in domestic companies are rarely combined into a system of measures that are clearly inscribed in the strategy and tactics of strengthening the company's personnel potential based on its current and projected needs. In the best case, the immediate superior or HR manager manages to record the achievements of leading specialists and decides to take responsibility for initiating their promotion up the career ladder.

Competence threshold. A specialist in any area of professional activity has its own threshold of competence. In other words, there is a border, crossing which an employee is no longer able to effectively cope with his official (functional, professional) duties. The reasons for such an official inconsistency may be different: lack of special professional knowledge and skills, lack of necessary individual psychological and business qualities, sufficient intellectual potential or organizational skills, etc. The reasons may be different, but the essence is the same - each employee has a certain potential growth that must be properly set. It is for this purpose that career planning activities are carried out.

The patterns of personnel movement should be taken into account when developing the company's personnel policy. That which cannot be eliminated must be made to work for good. The movement of personnel should not unbalance the work

of the company, but become part of the mechanism for improving the organizational and management structure and increasing the personnel potential of the company.

The need for staff. One of the basic and most difficult problems in the process of forming a talent pool is to determine the actual and projected needs of the company for personnel. The statistics allow us to derive the following pattern:

- in young, actively growing companies - the number of personnel is less than the estimated-necessary, most employees are forced to work "for themselves and for that guy" (often taking this for granted);

- in mature, stable companies, as well as structures with signs of stagnation - the number of personnel is more than the estimated-necessary, many employees tend to work "half-heartedly" (often without realizing it themselves).

There are three main factors that characterize this model of organizing the work of personnel. Moreover, we are talking specifically about the model, since such organizational structures, as a rule, function in such a mode not situationally, but constantly. First, such structures are usually headed by charismatic leaders who are able to subordinate people to their influence (acting purposefully or intuitively), unite them around a "high" goal or "brilliant" idea (real or mythical), and spur employees' enthusiasm by personal example. Secondly, in a similar situation, the effect of "working out" is active. People who, at the psychophysiological level, are not able to work in such a mode, leave the organization very quickly, but those who remain are so "drawn" into such a work schedule that they no longer think of themselves differently. Thirdly, this style of work, which is usually accompanied by informal relationships in the team, evokes a sense of common cause among employees and unites them into a single "family of like-minded people".

However, the disadvantages of such a model of labor organization are so significant that the overwhelming majority of Western companies not only fundamentally abandoned it, but began to prohibit their employees to stay at their workplaces longer than it was determined by the staffing table (with the exception of force majeure situations). The fact is that after 8-10 hours of work, labor productivity is significantly reduced. The employee's efficiency drops so much that his labor is simply not profitable. In addition, a person does not have time to physically and psychologically recover before the next working day, which leads to the development of chronic fatigue syndrome. The consequence of this is a complex decrease in labor efficiency, a sharp increase in erroneous actions and marriage, as well as a weakening of self-control and a sense of responsibility, since the employee is inclined to relinquish responsibility in such a situation, explaining his own mistakes by extreme working conditions.

The efficiency of staff work depends not so much on the number of hours spent at the workplace, but on the intensity and rationality of the use of working time. The

employer must adhere to the algorithm, according to which: "not the time and effort of employees are paid, but the amount of work they have done."

The staff not only does not tend to work overtime, but also does not overwork themselves during working hours. Often, the development of such trends is associated with objective reasons, such as: excessive staff and ineffective management - unclear setting of tasks and uncertainty in terms of their implementation.

The economic losses of the company in the conditions of the extensive organization of labor, in fact, double. The fact is that the losses associated with the “idle time” of personnel are aggravated by the losses caused by the permanent decrease in the productivity of workers due to being in a state of relaxation and general loss of concentration. The empirical studies cited by Erich Kirchler and Christa Rodler in their book "Motivation in Organizations" (Kharkov, 2003) convincingly demonstrate the existence of a linear relationship between the difficulty of the goal facing personnel and the productivity growth of company employees. Underestimating the difficulty of the goal and the complexity of current tasks reduces the overall productivity of staff. Conversely, labor productivity continues to grow until the border of high difficulty is reached, and again decreases only at the moment when the goal is physically impossible.

These data confirm the conclusion that it is difficult for employees (even the most professional and conscientious ones) to maintain high labor productivity in a situation where the complexity of current tasks and the difficulty of the goal do not create a “moderate time pressure” for the personnel - a reasonable time pressure. In other words, the general algorithm of the approach to the distribution of the production load can be formulated as follows: "it is better to overload the employee a little than to give the opportunity to work at half strength." When assessing the real need for personnel, it is important to correctly determine whether it is necessary to have an independent official unit in order to perform a particular job, whether it is impossible to implement certain functions by other means, for example, by redistributing functions, internal transfers or replacements, and combining functions.

Determining the real need for personnel is a key point in optimizing the structure of personnel, increasing the efficiency of its work and the starting point for planning the reserve. However, along with the calculation of the actual need, it is necessary to make a short-term forecast of the company's need for new personnel based on statistics of personnel turnover, as well as a forecast taking into account the medium-term and long-term planning of the company's development as a whole.

Reserve planning. When considering the process of planning and forming a personnel reserve, the principle of the relevance of the reserve should be adhered to. This means that, firstly, the reserve should be formed for specific positions, and secondly, the need to fill these positions should be real, that is, justified and predictable over time.

An urgent task in this regard is planning a functioning reserve - an operational reserve. Such planning presupposes, on the one hand, the identification of officials (both managers and key specialists), on the level of competence of which the efficiency of the company as a whole depends to a greater extent, and on the other hand, the search for real successors (substitutes), that is, candidates, capable, if necessary, immediately or in the near future to close these positions.

To accomplish this task, the HR manager, together with top management, must recreate a schematic model of the organizational and managerial structure as a whole, as well as the key divisions of the company (ensuring the continuity of production and sales, cash flow management, general administration) to determine the job positions that form the basis of the organization... The economic security of the company requires that these key job positions not only be closed by competent and highly efficient employees, but also be backed up by a reserve of replacement.

From among the employees of each division, personnel must be selected in advance, the level of professionalism, business and personal qualities of which will allow them, in the event of an urgent need, to take over the general management of the division or perform a certain functionality. It is believed that if a company cannot find a reserve of functioning from among its own personnel, this is the first sign of its weakness.

An equally important task is planning a development reserve - a strategic reserve. The specificity and additional complexity of this task lies in the fact that HR specialists have to not only plan a reserve based on the actual organizational and managerial structure of the company and its personnel, but taking into account the hypothetical plans for the development of the organization and forecasting the dynamics of changes in its personnel.

Personnel planning, being an element of the general planning system in the organization, is designed to provide human resources for the implementation of organizational (structural change, expansion, reorganization, etc.) production, marketing, financial and other plans. At the same time, the top management of the company, as a rule, makes a lot of changes and adjustments during the implementation of all these plans, and many of them are not implemented at all. This creates serious problems for the formation of the talent pool, since constant perturbations in the more general plans of the organization prevent bringing the work with the talent pool to its logical conclusion.

The workforce planning process should be based on a number of principles. First, the planning of the reserve should be continuous, which is due to both the mobility of the organizational structure of the company itself and the patterns of personnel movement, which we considered in detail earlier. Accordingly, planning itself should be considered not as a one-time event, but as a procedural action. Second, long-term plans need to be flexible so that adjustments can be made to

accommodate changing circumstances. For this, planning must provide for the possibility of maneuver within certain limits.

Third, it is necessary to ensure the consistency of plans within the organization through operational coordination both vertically - between lower and higher structures, and horizontally - between single-level units.

Another important principle in the approach to planning both the operational and strategic personnel reserve is the principle of the potential for the reserve, based on the analysis of the relationship between career growth potential, work productivity and the level of specialist competence.

With the right career planning, as the stars exhaust their growth potential, reaching the threshold of competence, they become the pillars of the organization's high performance and vitality. The "Pillars" also have growth potential, however, their prospects, in terms of the formation of the talent pool, are much lower than that of the "stars". In general, in a large and stable company, the balance of representation of all segments of the structure of the organization's personnel structure must be observed, since each of them performs certain functions in the general system of labor organization. At the same time, depending on the situation and tasks solved by the company in the market, as well as current financial resources, top management and HR specialists can artificially simulate quantitative ratios in the structure of the organization's personnel structure, which is also reflected in the planning of the personnel reserve.

Formation of the reserve. A natural question that arises even in the process of planning a reserve is the question of clear selection criteria and methodology for its implementation. In accordance with the principle of the relevance of the reserve, it is necessary to select specific performers based on compliance with the requirements for specific positions included in the reserve plan. In other words, the main selection criterion is the maximum compliance of a candidate with the requirements for a candidate for nomination to the personnel reserve for a certain job position. In turn, the basic requirements are divided into three categories: professional, job and special.

The list of professional requirements for a candidate for a particular position is determined by the direction of the professional activity that he will be engaged in. For a clear regulation of professional requirements, a professional qualification model (professiogram) is used, which should reflect:

- general characteristics of the profession;
- conditions and nature of the work performed;
- basic functional responsibilities;
- the level of education;
- special knowledge, abilities and skills;
- professionally significant social and psychological, intellectual and business qualities;

- load during work;
- requirements for the organization of the workplace;
- sanitary and hygienic working conditions.

Moreover, in the case when it comes to the formation of a reserve for vertical (managerial) promotion, special attention is paid to determining compliance with the psychogram, reflecting the professionally significant socio-psychological, intellectual and business qualities of the nominee. Among them are the following.

The block of social and psychological qualities.

Sociability - the ability to quickly initiate communicative contact (with any partner in a wide social range) and maintain it at the required level depending on the task; psychological readiness to cooperate with a group, taking into account its values and traditions - collectivism; optimal representation in communication of the natural-emotional component ("charm"), affability and friendliness; endurance in conditions of increased neuro-emotional stress associated with communication in an unfavorable social environment; lack of pronounced self-centeredness or hostility.

Leadership - the presence of the personal qualities of a leader; ability to lead a group to solve specific problems; independence in decision making and readiness to bear responsibility for their consequences; ambition and striving for status growth; authority and exactingness; stress tolerance; perseverance and persistence in defending their position and interests.

Purposefulness - the ability to strategically competently set goals and achieve them regardless of the circumstances; energy; strong-willed inclinations; resistance to external influences.

Organization - the ability to rationally organize and plan the activities of one's own and subordinates; self-discipline; consistency, consistency and practicality in the approach to solving current problems; compliance with accepted standards and regulations as a guarantee of reliability for business partners.

Social intelligence - intuitive and experiential knowledge of human psychology; knowledge and correct application of social norms and standards; the ability to adapt to various social groups; flexibility of communicative tactics through the "sense of the situation"; delicacy, tolerance and patience in communication.

Block of intellectual qualities.

Verbal intelligence - vocabulary; the ability to identify analogies and establish logical connections between different types of verbal information; the ability to combine knowledge from various fields of knowledge, flexibility and speed of switching verbal thinking; the ability to find the most accurate solution from a number of approximate ones.

Non-verbal intelligence - the ability to establish logical patterns in relation to non-verbal (mathematical) types of information; ability to analyze and forecast

(extrapolate events); the ability to design and decode complex algorithms; general potential of intellectual development.

Learnability - flexibility and activity of the intellect in general; the speed of assimilation of new information and the ability to abandon unproductive stereotypes; the ability to effectively use, adequately transfer and combine information from various fields of knowledge; elements of creativity.

Positive thinking - realism and practicality in setting goals and determining the means to achieve them; pragmatic orientation of creative approaches, their "binding" to the solution of current and future management tasks; reliance on the criteria of business efficiency in assessing social resources.

Creativity - analytical mind combined with a developed imagination; independence and originality of thinking; ability and desire to find non-trivial solutions and generate ideas; criticality to generally accepted approaches (cliches and stereotypes); a penchant for experimentation and innovation; curiosity and flair in relation to new, promising ideas and projects.

Analysis of the severity and mutual dynamics of the manifestation of both individual qualities and blocks of qualities allows predicting:

- the success of the applicant in filling managerial (managerial) positions, depending on their level, the number of subordinates and the degree of responsibility of the decisions made;

- career potential and the boundaries of the manager's competence;

- effective implementation of management functions related to the solution of current administrative and economic tasks and organizational support of the enterprise;

- effective solution of tasks related to strategic planning of the development of an enterprise (organization), as well as project management (directions) based on the development of new technologies, requiring the conquest of new sales markets, non-traditional approaches in the field of marketing and management.

At the same time, the professiogram that regulates professional requirements does not record the actual job functions assigned to specific officials and, accordingly, cannot be the only selection criterion. Job description is an additional clarifying factor.

Since in each organizational structure, the same official may be assigned different functions that require additional competence from a particular specialist in a variety of areas of activity, it becomes necessary to track and analyze these additional competencies.

In addition to professional and official, often, there are also special requirements for candidates for nomination. These may include:

- the limiting limitations of some criteria for selecting candidates - education, age, gender, length of service, etc.;

- a list of positions that are a springboard for promotion to the reserved position;

- clearly defined indicators of performance in the previous position (for example, labor productivity, number of rationalization proposals, sales volumes, etc.).

Obviously, not every position requires the construction of such a complex and multi-level system of requirements for a candidate for replacement. At the same time, it is important that an ideal model of requirements is developed for each reserved position, on the basis of which the candidate certification program will be formed and the characteristics of candidates based on the selection results will be compiled. As for the organization of the selection procedure itself (formation of a reserve), it is advisable to carry it out within the framework of the general planned certification of the company's personnel. Moreover, this makes it possible to cover all potential candidates for the reserve and select several candidates for each reserved position. The presence of two candidates, firstly, allows in the future to compare the dynamics of the growth of their competence and, secondly, stimulates healthy competition between them. At the same time, it is not advisable to excessively increase the list of reservists, since this extremely complicates further work with the reserve, and a decrease in the likelihood of a future appointment reduces the motivation for achievement.

Career planning as part of the reserve. The overwhelming majority of employees associate the concept of "career" not with long-term plans for an intra-organizational career, but with the prospect of a successful job change. In order for there to be changes in the attitude of employees to planning their own career, it is necessary, first of all, to change the approaches of top management to personnel management. Work with personnel within the organization should be a two-way road, it can be effective only if it is implemented taking into account and mutual coordination of the interests of the employer and the employee. Managers develop plans for the functioning and development of the organization, the employee makes plans for his professional development and career growth. Accordingly, the possibility of realizing a successful career within an organization implies planning an individual career for a promising employee, taking into account the organization's interest in his services and his vision of his own future within the organization.

An employee's career in the organization begins with his first arrival for an interview. However, in order for this thesis to turn from an empty declaration into the initial principle of organizing work with personnel, it is necessary to change the attitude of the employer (and, by the way, of most personnel managers) to the applicant. It is necessary not only to assess the suitability of the applicant for the proposed position, it is necessary to figure out whether the organization needs this person, whether he fits into the general concept of personnel selection, whether he has a future in the organization. In other words, the applicant should be considered

not just as a more or less successful candidate for filling a "burning" vacancy, but from the standpoint of analyzing its prospects in the framework of solving immediate and long-term problems facing the organization as a single developing organism.

It is in this regard that it is necessary to return once again to the topic of the importance and necessity of conducting socio-psychological research in hiring. Here the problem we discussed earlier appears in a new plane. It is not just about solving a local problem - the selection of the most successful candidate for the current functional duties. This event is appropriate and appropriate to consider also in the context of work with the talent pool and as a starting point for the formation of an employee's individual career.

First, in the process of socio-psychological research, as a rule, it is possible to analyze to what extent the desired position corresponds to the general orientation of the professional interests and inclinations of the applicant and, accordingly, to understand the deep motives of the applicant: whether he is interested in getting a certain position or is he interested, first of all, belonging to a specific organization with which he is ready to associate his subsequent career.

Secondly, socio-psychological research allows you to obtain documented results, on the basis of which a detailed psychological portrait of the applicant should be drawn up. All these materials should be kept in the employee's business file in the future. Moreover, the importance of these materials can hardly be overestimated. Let's pay attention only to some aspects of the importance of this point.

HR managers (corporate psychologists, recruiters) in enterprises often change. After several such replacements, no one at the enterprise remembers who and on what basis recruited certain workers. Only a database of documented business dossiers can allow a new specialist to at least in general terms understand the staff of the organization. The conclusions of HR managers (recruiters) are not the ultimate truth and they, like any other specialists, tend to make the wrong decisions. This refers to the adoption of "erroneous positive decisions" about hiring, that is, when they hire the wrong people or the wrong positions. Therefore, their work is also advisable to periodically monitor. However, there is an important nuance here. It would not be entirely correct to judge the work of HR managers on the basis of assessing solely the performance of personnel or indicators of staff turnover. The fact is that such low efficiency can also be associated with miscalculations in the personnel policy of top management or the management of the enterprise as a whole. Therefore, one of the objective parameters of the assessment can be an analysis of the compliance of the business dossiers of the selected employees with the requirements for the relevant job positions based on external expertise.

When carrying out planned certification of personnel, by comparing the data of the psychological dossier of an employee from the moment of his hiring to the moment of certification, it is possible to trace the dynamics of the growth of the

personal and business competence of an employee, to more accurately predict the threshold of his competence. Without keeping the business files of the organization's employees, in principle, it is impossible to talk about the development of the organization's personnel policy, the possibility of forming a personnel reserve and planning the career of employees.

Thirdly, a correctly conducted socio-psychological study allows us to identify some features of the employee's motivational sphere, which in the future will increase the motivation for achievements for the most promising employees assigned to the personnel reserve, as well as, in general, more effectively manage the motivation of the organization's personnel.

A new stage in the relationship between the employer and the employee should be the inclusion of the latter in the personnel reserve. From the moment when an employee is enrolled in the organization's personnel reserve, we can say that his business career becomes an object of management. Enrollment in the reserve is the first signal that the organization is interested in long-term cooperation with the employee and, accordingly, the employee must determine how interested he is in developing his career within this organization. In other words, enrollment in the reserve is a kind of statement of intentions in the further development of long-term bilateral relations between the employer and the employee.

However, the formation of a talent pool is still a one-step combination in terms of the organization's long-term plans. Since the process of forming a reserve should be based on a comprehensive professional and socio-psychological certification, and reservists are among the most promising part of employees selected according to the results of certification, it is natural that many of them have a significantly higher threshold of competence than that defined by the current plan reserve. Therefore, for specialists with significant potential for professional or managerial growth, it is advisable to develop individual plans for a business career and determine measures for its development.

Individual career planning of an employee is carried out on the basis of a career chart, which is drawn up for 5-10 years and fixes, on the one hand, the obligations of top management to ensure the development of an employee's career within the organization, and on the other, the requirements for professional development, skills and abilities of a specialist. as well as indicators of the effectiveness of its work.

The following key points should be recorded in the careerogram:

- the current level of development of professional, socio-psychological and business qualities, as well as the forecast of the employee's competence threshold;
- direction and highest point of career development in the organization;
- stages and time guidelines for career growth;
- requirements for the development of professional and personal qualities of an employee in relation to the stages and time guidelines of career growth;

- a program to promote the professional and personal growth of an employee;
- an individual program for motivating the achievements of the employee;
- control of the performance of the career path by the employee and the organization and its adjustment in accordance with the current plans of the personnel reserve.

In order to properly plan an employee's career, a personnel manager (corporate psychologist) must clearly understand the mechanism for developing a business career and the possibilities of planning and implementing it. This is especially important, since employees are far from always able to independently choose the right professional niche, accurately assess their threshold of competence and choose an effective strategy for self-improvement.

3.2. Main directions of development personnel policy of the company on the formation of the organization's personnel

In order to build an effective system for the search and selection of personnel, first of all, you need to understand its place in the overall human resource management system of the organization. Selection of personnel is not an isolated function of independent value, it should be interconnected with all other functions of personnel management.

Poorly organized recruitment leads to undesirable consequences: high staff turnover, low moral and psychological climate (conflicts, squabbles, negligent attitude to business, etc.), falling labor and executive discipline (poor quality of work, absenteeism, tardiness, premature leaving from work, low efficiency in the use of working time, failure to follow orders from managers).

The overall control over the personnel policy in the field of personnel management and responsibility for its success rests with the top management. The process of personnel formation depends on what type of personnel policy is the development of the company.

Usually, experts identify two main criteria for the typology of the organization's personnel policy:

1. The rules and norms that underlie personnel activities and determine the level of influence of the management apparatus on the personnel situation in the organization.

2. Fundamental orientation towards own or external personnel, the degree of openness in relation to the external environment in the formation of the staff.

According to the first criterion, four types of personnel policy can be distinguished - passive, reactive, preventive and active personnel policy.

Passive personnel policy. The management of the organization does not have a pronounced program of action in relation to personnel, and personnel work is reduced

to eliminating negative consequences. There is no forecast of personnel needs, means of assessing labor and personnel, diagnostics of the personnel situation in general. Employees of the personnel department solve three "independent" tasks - hiring, dismissing and eliminating conflicts, without analyzing their causes and possible consequences. The totality of management actions in relation to personnel can hardly be called a policy.

Reactive HR policy. In the work with the personnel, the control over the symptoms of a negative state, the causes and dynamics of crises is carried out: conflicts, low labor motivation, low qualifications, etc. The management takes measures to eliminate crises, is focused on understanding their causes. Human resources workers usually have tools to diagnose the existing situation and respond quickly. Personnel problems are considered specially, the main difficulties arise in medium-term forecasting.

Preventive personnel policy. The management of the organization has reasonable forecasts of the development of the situation, but there are no means of influencing it. Personnel services carry out not only diagnostics of personnel, but also short-term and medium-term forecast of the personnel situation in terms of a set of quantitative and qualitative indicators. The main problem is the development of targeted personnel programs.

Active personnel policy. The management has not only a forecast, but also the means of influencing the situation. Personnel services are able to develop anti-crisis personnel programs, conduct constant monitoring of situations and adjust the implementation of programs in accordance with the parameters of the external and internal situation. With a rational personnel policy, personnel services have objective qualitative and quantitative criteria and tools for diagnosing and predicting the personnel situation for the medium and long term. The development programs contain short-term, medium-term and long-term forecasts of personnel needs. HR programs have options for their implementation.

According to the second criterion, two types are distinguished - open and closed personnel policy.

Open personnel policy. The organization is transparent to potential employees at any level - both grassroots and senior management. Specialists with relevant qualifications are admitted without taking into account work experience in similar organizations. Such a personnel policy is typical for organizations pursuing an aggressive policy of conquering the market, focused on rapid growth and entering the forefront of their industry, for example, automobile concerns, modern communication companies.

Closed personnel policy. The organization is focused on the inclusion of new personnel only from the lowest official level, and replacements occur only from the number of existing employees. Such a personnel policy is inherent in organizations

aimed at creating a certain corporate culture, the formation of a spirit of involvement, as well as working in conditions of a shortage of human resources.

The procedures for the search and selection of personnel should be considered in the context of the organization's personnel work.

The main prerequisites that ensure the effectiveness of the recruitment and selection of personnel are: setting clear goals; development of an effective organizational management structure to ensure the achievement of these goals; the presence of personnel planning, which is the link between the goals of the organization and the organizational structure of management. Personnel planning allows you to provide a systematic approach to the selection and selection of personnel.

Search and selection of personnel is a key element of personnel policy and should be closely linked to all major areas of work in the field of personnel management.

HR specialists in the search and selection of candidates for job vacancies are guided by the following basic provisions:

1. Search and selection should not be considered in isolation, only as a search for a suitable person to perform a specific job, they should fit into the overall context of the personnel plan and existing programs implemented in the field of personnel management.

2. It is necessary to take into account not only the level of professional competence of the candidates, but also how the new employee will fit into the cultural and social structure of the organization. The organization will lose more than it will gain if it hires a professionally competent person, but who is not able to establish good relationships with colleagues at work, with clients, with suppliers, breaking the cohesion of the working group.

3. It is necessary to take into account all the requirements of labor legislation and ensure a fair approach to all candidates for the position, their equal opportunities.

The purpose of personnel selection is to create a pool of candidates for available vacancies in accordance with the presented criteria, and the purpose of recruitment is to select the most suitable candidate for a job according to the requirements.

Selection is the process by which an organization selects from a range of applicants one or more people who are most suitable for a vacancy based on available criteria. It is a multi-stage system that candidates for a job go through and includes the following stages.

1. Preliminary interview. The search for candidates for a vacant position begins with a preliminary interview - an exchange of information between an HR employee (secretary, HR inspector, or HR manager) and the applicant for the position. The information obtained as a result of the preliminary interview is used in order to

reveal, as a first approximation, that the candidate does not have certain restrictions and inconsistencies with the requirements of the vacant position.

One of the purposes of the preliminary interview is to inform the candidate of the information about the job that interests him from the organization. There is always a danger of "missing" a suitable candidate, therefore it is very important that the candidate has a favorable impression of it from the very first minutes of acquaintance with the organization. The first impression is often the most persistent and determines the subsequent behavior, attitude and attitudes of the employee in relation to the organization.

The pre-interview is usually conducted before the candidate completes the standard Applicant Information Form. This interview usually takes a few minutes. It makes it possible to weed out, even before filling out the standard form, unskilled, disinterested workers, those people who are not satisfied with the conditions offered by the organization (schedule, work schedule, salary, etc.), as well as people who make a clearly unfavorable impression (low cultural level, unkempt clothes, conspicuous deviations in behavior, etc.).

2. Collection and analysis of information about candidates. The next step in the selection process is the collection and examination of information provided by candidates in CVs and in a standardized form of "Information about the candidate".

Analysis of the information specified in the resume and in a standard form, and comparison of the information received with the characteristics of candidates who are not suitable for work in the organization on formal grounds (age, professional experience, work experience, education, etc.).

3. Processing and verification of information includes the conduct of information submitted by the candidate in a resume or standard form. When checking the biography, the chronological order of jobs is analyzed, attention is drawn to job changes, and a request is made for the last job. However, you should consult with the applicant, perhaps he does not want his current employers to know that he wants to change jobs.

4. Evaluation of a candidate by testing includes various types of tests for the selection and assessment of personnel, identifying different (general and special) abilities, literacy tests, tests for operating numbers, etc.

Personnel selection techniques may involve the use of various tests.

1. Accessibility tests:

a) physical capabilities. There are many recommended tests to use, but organizations often conduct a work content review themselves, after which a test is drawn up from which to study applicants. Such tests can take many forms. It is most expedient to apply them when selecting for positions that do not require high qualifications, involving the use of manual labor. The application of these tests is

associated with a preliminary test of applicants, when each candidate who has passed the initial selection is asked to practically work in the workplace for which he applies.

Another form of physical aptitude testing is to undergo a medical examination before being appointed to a proposed position. The use of tests of physical ability should be directly related to the nature of the job offered;

b) mental abilities. Intelligence tests can be classified into three categories: literacy tests, number manipulation tests, and intelligence tests. However, when applying such tests, it is necessary, first of all, to answer the question of whether the abilities tested by specific tests are really required for successful work.

The use of personality tests is based on the belief that a candidate's personality determines the success of a job. It is assumed that such an employee with a sufficiently high intellectual level is able to perform work faster and better adapt to the work environment. However, the intellectual level is not the only factor influencing the successful performance of the work: the skills of interpersonal communication, social interaction, and communication are very important. It should be borne in mind that the isolated use of tests of mental development in the selection of personnel is ineffective. Staff recruitment and selection procedures aim not only to find the best candidates, but also to provide them with information about the organization, discuss working conditions with them and make a decision on hiring. The effectiveness of intelligence tests is increased when combined with interviews or personality tests;

c) simulation tests are tests designed to simulate real operating conditions. Applicants who are more successful on this test are recruited on the basis that they will also perform well in a real work environment.

The most common typing and word processing tests are for secretaries and dataset operators. Studies have shown that simulation testing is one of the most effective techniques for selecting qualified specialists in non-managerial professions, and, in particular, can include individual and group tasks for solving problems, public speaking on given topics, role-playing games, preparation of memos and other documents.

An interesting new technique for selecting managers is structuring and situational interviews. Research by Wiensner and Cronhpow (1998) has shown that these forms of selection can be very effective in predicting future job success. They include a structured interview in which applicants are asked questions related to the proposed job, and answers are scored on a point system. In this approach, candidates are assessed based on the same criteria related to the proposed job. The situational interview is a further development of this idea. Applicants are offered descriptions of situations and asked the question: "What would you do in such a situation?"

2. Personality tests. The use of personality tests in the selection of personnel is based on the assumption that certain types of work require such character traits, the

presence or absence of which in applicants is revealed by these tests. However, it must be borne in mind that if a multilaterally developed person is required to fill a vacant position, then the presence of such parameters as qualifications, experience, mental abilities, aspirations and expectations of the applicant is important.

Horst Sievert, Testing Specialist, in his book Personality Testing lists the most common personality tests used in recruiting.

The effectiveness of personnel management in work collectives is largely determined by the degree of optimal coordination, on the one hand, of the needs of production in a certain type of labor and, on the other, the content of the motives of the employee's activity. Recruitment is, in fact, the formation of the entire team, not only in quantitative terms, but also in quality. Leaders, accepting employees of a particular educational, vocational qualification, age and gender group with certain abilities, temperament, character, stable mood into the team, thereby actually form the appropriate type of behavior of the team members, its socio-psychological environment, prerequisites for resolving problems, that can arise in a team.

Therefore, the selection of personnel implies an active search and attraction of employees with such individual psychological qualities that would most closely correspond to the tasks of the team, professional requirements, specific conditions of activity and its socio-psychological environment. This approach allows the formation of an effective working team, in which the individual qualities of some workers would be complemented by the qualities of others.

In psychological research, four basic personality traits are identified, which are necessary for the effective fulfillment of the role of a leader. This is the employee's competence, his conscientiousness, the ability to organize activities and the ability to communicate with people. It cannot be argued that employees with these qualities will necessarily become good leaders in all conditions. However, workers who do not possess these qualities or have a low degree of their severity will not be able to achieve high end results.

Based on the analysis carried out, it can be concluded that the socio-psychological factors of effective personnel management in the process of implementing personnel policy include:

- the consistency of the professional interests of workers and their psychological characteristics with the conditions and tasks of activity in specific teams on the basis of career guidance and professional selection;

- the consistency of educational, vocational qualification, gender and age and individual psychological characteristics of workers with the needs of production and the socio-psychological environment of the team based on targeted selection of workers;

- the consistency of knowledge, experience, personal and individual psychological characteristics and capabilities of employees with the needs of specific workplaces based on certification and assessment of real positions of employees;

- the formation of employees' positive motivation in activities, needs and life goals based on the creation of a personnel reserve and work with him, the promotion and movement of employees in accordance with their competence, real achievements and individual psychological characteristics;

- increasing the creative potential of the team and individual employees on the basis of training and retraining of personnel, including the basics of management, general and social psychology, psychology of interpersonal communication, etc.;

- increasing the employees' interest in the affairs of the team, their responsibility and initiative based on the creation of conditions conducive to the real participation of all team members in production management, the introduction of progressive forms of labor organization.

Considering the socio-psychological climate as an integral characteristic of interpersonal relations in a work collective, it must be emphasized that it is a complex multicomponent phenomenon. Optimization of the SEC is mainly determined by the following interdependent factors: improving the organization of labor and management in the team; selection and placement of personnel with appropriate professional and individual psychological characteristics; influence on the collective in order to form the necessary value orientations, moral norms and interests among its members.

Based on the analysis carried out, it can be argued that the socio-psychological environment of the work collective as a set of various socio-psychological phenomena and processes, the level of development of business and interpersonal relations, socio-psychological states of workers depends not on the spontaneous processes of their self-regulation, but on the active purposeful activity of the management. , administration, public organizations and all members of the team.

Analysis of the problems of developing personnel policy allows us to highlight the social and psychological conditions for the success of the personnel policy in the company (organization):

- increasing the level of development of labor collectives as a result of targeted selection of personnel, improvement of working conditions, life and rest of the organization's personnel;

- optimization of the socio-psychological climate based on the formation of harmony, compatibility of members of the labor collective;

- improving the processes of adaptation of team members to changes in the physical and socio-psychological environment, to various technological, technical, organizational and managerial innovations;

- taking into account the psychological characteristics of employees and creating conditions for identifying their abilities, potential capabilities, the formation of a comprehensively developed personality, fostering initiative, responsibility, discipline and diligence in the organization's personnel.

Analysis of the main directions of development of the company's personnel policy for the formation of the organization's personnel shows that such areas are as follows:

- implementation of recruitment and selection of personnel of the organization;
- ensuring the adaptation of personnel to the conditions of production activities;
- conducting education, training and retraining of the organization's personnel;
- ensuring the career growth of employees of the organization;
- formation and development of motivation, as well as stimulation of the company's personnel to work;
- introduction of new innovative technologies in the production activities of the organization.

3.3. Personnel development models as part of the personnel reserve

One of the most important elements of career planning is the correct determination of the direction of its development. A business career is still strongly associated with administrative growth, and the threshold of an employee's competence is the level of his managerial (managerial) potential. The personnel reserve of functioning and development should be created not only for the managerial (managerial) staff of the organization, but also for all job positions related to the main life cycles of the enterprise. Accordingly, the career development of most specialists should be carried out not vertically - an administrative career, but horizontally - a professional career.

The differences between vertical and horizontal careers can be traced even within a separate unit within an organization. The fundamental difference is that a vertical career presupposes the expansion of administrative functions and powers by reducing the volume of professional tasks solved, while a horizontal one presupposes an expansion of the field of professional activity, the complication of functional tasks and the development of related professional disciplines, and all this is accompanied by an increase in responsibility for practical results of activity.

All specialists working with the talent pool know how difficult it is to determine the most promising direction of an employee's career development. Therefore, in many Western firms, the so-called carousel method is used - this is when a temporary rotation of employees is carried out within an organization with a change in structural divisions, functional duties, official powers and personal responsibility. This method makes it possible, on the one hand, to give an HR

specialist the opportunity to observe an employee in the process of solving various professional tasks and performing various functional duties, and on the other hand, to preserve the possibility of reverse personnel reshuffles.

The ability to empirically verify the correctness of the starting points of an employee's career profile is especially important at the initial stage of its implementation. If mistakes were made in planning an individual career, it is important to identify this as early as possible with the least damage to both the employee and the organization.

Work on individual career planning in an organization is further complicated by the fact that each enterprise (like a person) is a unique organism, for which there are no universal principles of construction, development and life. Therefore, the choice of direction, the calculation of stages and time guidelines for the development of an individual career depends both on subjective factors - the professional and personal potential of the employee, and objective - the size, economic structure and organizational and managerial model of the enterprise. Accordingly, planning an individual career should be consistent with the objective conditions of its development in a particular organization. Such objective conditions, as a rule, include:

- the highest point of a career - the highest official position, for which a personnel reserve is formed within the organization;
- career length - the number of job positions on the way from the starting point to the highest point of the employee's career;
- position level indicator - the ratio of the number of employees employed at a higher hierarchical level to the number of employees employed at the same hierarchical level to which the employee's current job position belongs;
- an indicator of the potential for promotion - the ratio of the number of vacancies at a higher hierarchical level to the number of employees employed at the same hierarchical level to which the current job position of the employee belongs.

The highest point of a career should not be understood as the highest position (for example, president, chairman of the board or CEO) existing in the organization, but the highest position for which a talent pool is formed within the organization. It is fundamentally important that the employee, whose career in the organization becomes the object of management, sees ahead not the ghostly silhouette of an unattainable post, but the real outlines of the official position, the replacement of which may be his long-term goal and perspective.

Planning an individual career in an organization, being one of the elements of work with the personnel reserve, must fully comply with the principle of the relevance of the reserve: firstly, the reserve should be formed for specific positions, and secondly, the need to fill these positions should be real, then is reasonable and predictable over time.

At the same time, an important element that ensures the productivity of an employee's career development in an organization is the knowledge and use of the driving motives of his activity. Knowing the motives of career development, it can be more correctly modeled and managed more effectively.

The main driving motives for career growth are usually the following:

1. Independence - striving for freedom for the sake of freedom, autonomy in work and decision-making; especially at a young age and in the early stages of career development.

2. Professionalism - the desire to become a master of his craft and to receive recognition from others in this capacity; at the same time, administrative growth and material incentives are of secondary importance.

3. Stability - the desire to take a place in the organization, providing sufficient and reliable income.

4. Social status - striving for power, leadership and social recognition, which are provided by a centripetal career and high wages.

5. Creativity - striving for the free manifestation of one's own individuality in creative products of labor.

6. Competitiveness (competitiveness) - the desire to always and in everything to be on top and in the forefront, to surpass all competitors.

7. Welfare - the desire to take a high-paying position; the content of the work is of secondary importance.

8. Professional health - the desire to achieve a position that involves performing official duties in more favorable conditions, avoiding irregular working hours, etc.

However, the problem is that the motives of people, firstly, are far from obvious in themselves, secondly, they are often intertwined in complex and confusing combinations and, thirdly, they tend to change with age and changes in the situation of life. Therefore, the study of the motives of the professional activity of employees and the development of personnel motivation schemes is an independent area of personnel management.

Monitoring the effectiveness of work with the personnel reserve can be represented schematically as follows:

- the effectiveness of training managers within the organization is the ratio of the number of key positions during the period occupied by representatives of the reserve to the number of vacated positions during the period;

- reserve turnover is the ratio of the number of reservists who left the organization during a period to the average number of reservists for the period;

- the average length of stay in the reserve is the ratio of the number of years of stay in the reserve before taking up the position to the number of persons in the reserve who took the position;

- reserve readiness is the ratio of the number of key positions with successors to the total number of key positions.

The correct organization of work with the personnel reserve is, on the one hand, an indicator of the competence of the management vertical, and on the other hand, a guarantee of the efficiency of the enterprise as a whole. Awareness of the real possibility of moving up the career ladder within the organization stimulates the employees' interest in increasing their personal competence, increases the level of staff loyalty to the company and, thereby, connects people's perception of their future career prospects with the current employer.

3.4. Staff rotation as promising organizational and staff model of personnel development

A constantly evolving market demands an ever higher level of competitiveness of organizations. The innovativeness of the market obliges the management to be more innovative and active. Uncertainty and dynamism of market situations puts before specialists and managers of organizations the task of quick assessment of situations, quick reaction to changes and quick preparation of various solutions. The complexity of the tasks performed requires professionalism from modern specialists, broad and comprehensive training, the ability to accumulate knowledge, transfer and disseminate it, readiness for communication and teamwork.

The fulfillment of these requirements is associated with the integrated development of the organization, ensuring the efficiency of all types of work in the value chain. However, along with technological and informational development, improving the knowledge management system, optimizing the research and production, logistics and marketing base, a lot also depends on the human resource of the organization. And versatile training of managers, in-depth training of specialists, accumulation and transfer of knowledge are primarily associated with the state of staff rotation. And here there is a certain gap between the actual and the desired state.

Rotation is the renewal of the organization's workforce, both by recruiting new employees and getting rid of old ones, and by moving employees within the firm. Spontaneous personnel rotation (HR) occurs in any company. But often this process leads to serious problems in the organization. Spontaneous staff rotation rates are either too high (staff turnover) or too low (staff aging). Of all the categories of employees, the most in need of controlled rotation is the leadership of organizations. As a rule, in companies where there is no personnel rotation management system, the management of organizations takes bureaucratic (conservation of processes and structures) and oligarchic (conservation of personnel) forms. The oligarchy is reluctant to renew its composition and is aging: the leaders almost never voluntarily agree to leave power or agree to limit it.

Updating the manual is always difficult. This is especially true in Russia, where the role of personal ties in business is so important. In addition, if the rotation of ordinary employees and managers of lower and middle level can be carried out on the initiative of top managers, then for the rotation of top management it is necessary to introduce a carefully regulated procedure that could not be changed due to personal sympathies. This is necessary, since at the highest levels of management personnel "stagnation" is especially dangerous.

Rotation is similar to staff turnover. But it is important to understand that staff turnover has not only negative sides (high costs for finding, hiring and training new employees; lost time and opportunities; information leakage; reduced labor productivity and quality of work), but also positive ones, which are less obvious, but from this is no less real: it is the emergence of new ideas, new knowledge and experience, cost reduction since new employees, as a rule, receive less; increasing career opportunities for other employees. Spontaneous rotation leads to the fact that not the least competent employees leave the organization, but those who did not adapt to the company's corporate culture and could not find a place in the team. Often these are just highly professional workers who violate the principle of "keeping your head down".

In the organization, there is not only spontaneous vertical, but also spontaneous horizontal rotation, which also leads to the emergence of a number of serious problems. The selection and relocation of workers in conditions of uncontrolled horizontal rotation, as a rule, is carried out without predicting how well the newcomer will fit into the work collective. New employees may not be professionally and mentally prepared for the company. This is fraught, on the one hand, with increased staff turnover, and, on the other hand, with destabilization of the psychological climate and a decrease in labor productivity in the organization.

It should be borne in mind that rotation, especially horizontal rotation, is one of the most effective methods of combating professional burnout among managers. The closer to the top of the hierarchical pyramid, the less career opportunities. And in the case of using horizontal rotation, people who have achieved high results within one line of business can develop further without leaving the company. Horizontal rotation can be effective for ordinary employees as well. Moving from one department to another opens up new career and professional opportunities for them.

The longer an organization does without controlled rotation of leadership, the more incompetent managers there are. The number of the apparatus is increasing, but its efficiency is decreasing. This leads to the development of personnel stagnation in the organization. It is accompanied by a gap between strategic objectives, the company's mission and its practice. At the same time, innovative activity decreases. Employees stop responding to changes in the external environment. Eliminating possible rivals becomes the main goal of the organization's management for the

longest possible period. All these phenomena contribute to the onset of a company crisis, which can lead to its destruction or radical reorganization.

M. Kete de Vries believes that organizations often create "neurotic" ("dramatic", "suspicious", "alienated", "depressive" and "coercive") corporate cultures with a corresponding "neurotic" leadership style. The reason for the emergence of such a culture and such a management style is associated not only with the personality traits of the head of the organization, but also with the fact that people of the same type - often this neurotic type - unite and create a specific psychological atmosphere, first in one division of the company, and then this the atmosphere extends to the entire organization. "Just as an individual prefers a certain 'neurotic' style, so a group of people chooses one dominant style, which constantly manifests itself, especially in stressful situations, " notes Käthe de Vries. This problem is most acute in small and medium-sized enterprises, where the influence of the leader, especially when he is an entrepreneur, is extremely high. It is also possible to solve this problem only with the help of a systematic personnel rotation.

Without a controlled rotation of personnel, the continuity of leadership is violated. Predictable, systematic change of leaders ensures a stable policy of the organization, while the consequence of personnel "stability", fraught with undercover intrigues for a successor position and inevitably leading to crises of stagnation, is the unpredictable future of the company.

The experience, for example, of the Hewlett-Packard Company proves that controlled and even forced rotation, paradoxically, ultimately leads to greater personnel stability than the abandonment of the CD policy. "Where renewal is continuous, people move from place to place, but most of these changes are carried out at the expense of their own human resources, and social security for most of those who move to a new place remains. Where the renewal begins in connection with the crisis, a massive change of leadership becomes, apparently, inevitable", - explains the essence of this phenomenon R. Waterman [cit. by 44]. Therefore, not only Hewlett-Packard, but also many other leading companies in the world, such as IBM, Citicorp, Morgan, Olivetti, are constantly moving their managers within the organization.

It is necessary to strictly limit the duration of a manager's tenure in one position. According to the researchers, it should not exceed five years. So, A.Kh. Shidov and A.B. Khapov in his article "Personnel rotation as an element of a business career management system" comes to the conclusion that the optimal period for holding one position as a manager is five years [23].

Studies by the Hay Group analytical group, the Institute for Strategic Planning and the University of Michigan (USA) have shown that in companies in which there is a formal system of planned personnel transfers, the deviation of the return on invested capital from the expected indicator is + 16%, and in organizations in which such a system no, - 7% [17]. Sibson and McKinsey studied the impact of the quality

of management succession programs on annual shareholder return and found that of those organizations with a more effective management succession program than their competitors, 22% are in the top quintile in terms of annual shareholder return, and of those companies for which this program is less effective, only 13% belong to the top quintile for this indicator [45]. It is clear that this cannot be a mere coincidence.

Taking into account the above reasons prompting companies to create a personnel rotation management system, the following tasks of the entire personnel rotation system can be distinguished:

1) the introduction of diagnostic tools to assess how badly the organization needs to update the staff; identification of the optimal level of staff turnover for the organization and determination of ways to achieve it;

2) updating the staff of the organization in accordance with its strategic objectives; development of criteria and mechanisms for ridding the organization of unnecessary personnel and attracting the required specialists;

3) the completion of individual divisions of the organization, the formation of project teams;

4) development of criteria and mechanisms for the movement of employees within the organization;

5) extension of the life cycle of project and management teams.

The following types and purposes of rotation can be distinguished:

- rotation as an update of the composition of a unit, a team. The task is to provide the department, project, business with trained personnel. This reduces the risk of not completing any tasks;

- functional horizontal rotation. The task of preparing an employee to perform one more function is being solved. This can increase the interchangeability of personnel and reduce the risk of delays in work execution;

- systemic horizontal rotation. The task of preparing a top manager for participation in project management or business direction is being solved. In this case, knowledge of a number of functions is required, and the candidate consistently manages a number of units - executors of these functions. After he understood in detail the features of the functioning of the entire system, the task of training a system manager was solved;

- vertical rotation "up". The task of preparing an employee for promotion up the career ladder is being solved. This simplifies the process of career growth for the employee, and reduces the risk of personnel "hunger" for the organization;

- vertical rotation "down". Sometimes the leader is transferred to a lower level of management, so that he “plunges into the thick of things”, studied the experience of the lower level of the organization. After acquiring (or updating) knowledge about the activities "below", the top manager will be able to lead more confidently, while the risk of making ineffective decisions is reduced;

- rotation as a substitution. Some companies appoint back-ups for senior executives who replace top managers at different times.

Personnel rotation requires management. This is a complex process that includes a number of operations:

1) a description of the subject of the CD (for the solution of what task and the performance of what kind of work rotation is needed);

2) determining the requirements for the selected and relocated employees;

3) direct selection of candidates;

4) ensuring the adaptation of the employee (this is necessary so that in the new place people show themselves to the fullest);

5) monitoring the rotation process, that is, assessing the compliance of the achieved result with the set goal and, if necessary, adjusting the personnel rotation process in order to optimize it.

First of all, it is necessary to find out how badly the organization needs a controlled rotation of personnel.

To identify the optimal level of staff turnover for the organization and determine how to achieve it, it is necessary:

- assess the level of staff turnover at the moment;

- to analyze the changes over a certain period of time in the characteristics of employees of the organization (age, education, length of service, qualifications);

- to compare the characteristics of hired and leaving the organization of workers;

- to assess how the composition of employees of each of the company's divisions corresponds to the tasks facing this division.

M. Fields rightly observes: "Why do organizations spend so much time figuring out their customers and not doing the same when it comes to their employees? Even basic demographic information about this group is often missing... Employee demographics and employee turnover analysis can tell a lot about who you currently have on staff, what keeps them there and why they leave. This analysis will help harmonize your employee recruitment, retention and marketing strategies" [cit. by 45].

VR rotation in the form of career growth. The higher the hierarchy level, the lower the growth potential. It is used to form the personnel reserve of management.

HR-rotation in the form of personnel exchange between functional units, between units and teams. Used to expand the knowledge base and combat professional burnout.

HR planning was also a key metric last year, according to a survey of American HR directors. However, it does not fade into the background, but only acquires an elegant accessory called Talent Manegment. The fact is that the growth of the organizations themselves and the market does not allow one to remain indifferent

to the quality of the working personnel. It's no secret that the financial costs from the loss of a qualified employee, which are associated with the selection, training and adaptation of a new one, are many times higher than the average annual salary of this same employee, and every year these losses represent more and more damage to the organization.

Questions about how to form, manage and develop a talented talent pool of an organization are among the most pressing at the moment for many companies.

The goals of forming a high-quality talent pool are obvious:

- the personnel reserve is the key to personnel strength;
- it is also an opportunity for an organization to make targeted investments in the most promising employees;
- awareness of its importance and uniqueness when entering the personnel reserve is a powerful motivator for a person in his work;
- and, finally, by positioning itself as an organization investing in talent, the employer acquires an important image component in the labor market.

It is known that Valve, wanting to get a talented employee, sends its potential employees plane tickets and bank checks with impressive amounts. However, this is just one way: not all companies can follow Valve's example and buy employees for a lot of money. In addition, only a rare business can survive on the shoulders of one or two talents, sometimes dozens are needed. Therefore, companies most often resort to two proven methods: education within the organization and attraction of young specialists, which ultimately turns into "growing" the necessary personnel through their own development. However, the search and nurturing of talent within the organization is not only due to economic reasons.

It is important to clarify that the personnel reserve is formed, first of all, for the key positions of the organization, and it is preferable for them to look for people inside. For example, the Atlant-M holding forms a talent pool for key positions using exclusively internal resources.

The list of these positions is approved at the level of an internal order. The key positions are as follows:

- director;
- Deputy Director for Sales;
- Deputy Director for Post-Sale Service;
- Head of the car sales department;
- Head of the spare parts department;
- Head of Service Department.

Firstly, this principle is safer for the organization itself, since over a certain number of years of work, an employee can demonstrate himself in different situations and conditions. Secondly, he may already be the bearer of the values of this organization. This point is extremely important for modern organizations. It is the

key employees who should be the initiators of promoting the values of the company, they should be its ideologists in the external market and infect their subordinates with this. For example, when rebranding a company, it needs people to promote new brand ideas both internally and externally. No one else is as well suited for this role as a key employee: he is ambitious, ready to spend his energy on promoting himself and the organization, as he is interested in it, the company's values are very close to him. And, thirdly, the process of preparing and training an employee for a position from the reserve is facilitated. The interaction of personnel and organization is cooperation, that is, reciprocity is important. In order to form a high-quality and talented personnel reserve, an organization, first of all, itself must be ready for this.

The formation of any personnel movement, and even more so the process of forming a personnel reserve, is planning. First of all, this is an analysis of the organizational structure of the company and the determination of the need for personnel development for at least two years: will allow you to make any predictions and know exactly in what year and for what position new talents will be needed. Next, you need to form competency profiles for these positions and job descriptions. Profiles should include measurable professional and personal characteristics in order to facilitate the situation of selection and final selection of candidates as much as possible, it is also important that some contraindications to candidates applying for admission to the talent pool are indicated in the profile. A person with a pathological fear of responsibility cannot become a leader in any way, even if he is the best specialist in his field. In this case, the employer often shows cowardice and recklessly displaces employees from the ideal place for them. As a rule, nothing good comes out of such experiments, since the employee either leaves without passing the probationary period in a new position, or returns to his previous position again.

Selection of candidates for key positions. In modern practice, various methods are used: a career conversation, certification, an assesment center, all kinds of psychological methods and much more, there is already someone in what, however, and without excesses, which largely depend on the qualifications of the organization's HR service. In general, at the stage of selection, it is recommended to use the "fitting" of candidates. The so-called fitting of candidates to the planned positions is to determine what are the differences in the individual abilities of candidates and the required level of competence, business and professional qualities for positions from the personnel reserve. Also, this simple technology helps to plan the most effective training program, as the areas of incompetence of the candidate are immediately apparent.

The next and very important stage is the assessment of the group of candidates. Such an assessment should be based on the characteristics and requirements of the position itself (competency profile, job description, etc.). Generally, for leadership positions you need to know:

- how successfully the employee performs the functions in the present workplace;

- what style of communication and leadership does he tend to, how he communicates with colleagues and subordinates;

- to what extent the candidate is committed and loyal to the values of the organization and can promote them in his work and in the work of potential subordinates;

- whether he calmly takes responsibility for the decisions made and whether he makes them at all.

The assessment process becomes easier if the candidate for inclusion in the talent pool is already working in the organization, since all information of interest can be requested from the HR department. If the candidate is external, then everything depends only on the possibilities of his preliminary study.

Training and development of the already formed personnel reserve. There are a variety of tools for developing the talent pool. Most of them can be roughly divided into external and internal training. External training includes a variety of training programs, seminars, conferences, external internships. As for internal training, there are many nuances. Above all, the organizational structure and management must be prepared to create a comprehensive training program for the talent pool. The interest of the owner of the company and the direct executors of the training system plays a key role in this issue. Internal training includes a corporate training center, the role of which is to compensate for the lack of competencies of employees who have fallen into the talent pool.

The next tool for the development of the personnel reserve is the system of delegation of authority - this is the provision of an employee with the opportunity to solve problems that are not included in the range of his functional duties. This process can be implemented in various ways: replacing a manager during his vacation, leadership or work in a project group, solving new production problems, etc.

In general, MacDonalds is one of the excellent examples of talent pool formation. This is one of the few organizations in which not only the rotation and relocation of personnel is actively used (one of the most effective technologies for personnel movement and personnel development), but these tools are elevated to the rank of personnel policy, are actually used and, most importantly, bring serious financial results ... As you know, MacDonalds has reached a high level of management team due to its “bottom-up” personnel development strategy. Rotation allows conducting personnel experiments without causing serious economic damage to the organization, and often leading not only the company, but also its employees to a direct benefit.

Another frequently used tool for developing the talent pool is internships at the most successful enterprises in the industry of interest. However, this tool involves the development of a system for assessing the quality of the internship: writing a report or the behavior of a presentation based on the results of the internship, the use of any new techniques in solving production problems at the enterprise, bringing innovations to the work of the company, or maybe all together.

The next tool for the development of the talent pool is the mentoring system, which may include the tools described above, ensuring the continuity and a high level of responsibility of the performer for the quality of training of candidates for the talent pool. Developing a mentoring system, like nothing else, requires serious organization preparation. Starting from identifying potential mentors (defining their competencies and ability to teach others) and ending with a system for assessing the quality of mentoring, material and non-material stimulation of curators.

The personnel management system can be significantly improved if the mechanisms of organizational and staff optimization are constantly functioning in it. First of all, it is personnel rotation and work with the personnel reserve.

CONCLUSION

The main directions of personnel management in the context of modernization of the country's economic potential are:

- introduction of a competency-based approach as a methodological basis for innovative business development;
- increased attention on the part of the management of companies and top management to the problems of creating social and psychological conditions for well-coordinated joint activities of employees of institutions and enterprises;
- increasing the efficiency of selection and special training of personnel, including in the field of acquiring competencies necessary for the operational management of the psychological climate in teams of joint activities;
- development and implementation of more adequate models of personnel motivation, taking into account the real capabilities and needs of human resources for intangible motivation, as well as taking into account the constant dependence between the provided labor results and the labor income of employees;
- introduction of advanced models of personnel work for the formation of the personnel reserve of the enterprise;
- the mandatory use of personnel rotation, which must be timely, constant and aimed at solving the strategic tasks of the enterprise development.

A multidimensional system of application of psychological technologies for working with personnel is necessary in organizations of any business area and at any stage of its development. Financial and non-financial motivation of personnel complement each other and are the best combination to stimulate labor productivity.

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