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Content

Editorial

6–7 We are glad to introduce our readers to new issue

8–12 Bright professional, wonderful person! To the anniversary of Anna Leonova (in Russian)
Alla Kuznetsova

Research in organizational psychology

13–33 Analysis of cognitive competence of chemists: comparison between novices and professionals using eye tracker (in Russian)
Irina Blinnikova, Yuliya Ishmuratova

Organizational psychology in practice

34–56 The use of wearable technologies in the practice of performance management in financial sector (in Russian)
Ekaterina Strizhova, Aleksandr Evdokimenko

57–80 Psychometric analysis of the Russian version of "The Occupational Future Time Perspective" by H. Zacher and M. Frese (in Russian)
Takhir Bazarov, Alexandr Paramuzov

Reviews

First steps

81–95 Employee engagement: types, levels of realization and links with human resource management practices (in Russian)
Pavel Smirnov

96–115 Using the eye tracking technology for detection the social and psychological features of emotional burnout (in Russian)
Elena Yaroshenko

Organizational psychology as the persons, dialogues, and discussions

116–141 Trends and prospects in business psychology. What are the outcomes of the fifth International scientific-practical conference "Business psychology: theory and practice"? (in English)
Natalia Ivanova, Stephen Benton, Kathryn Waddington, Elena Makhmutova

Conferences

142–147 Organizational-psychological aspects of social and economic psychology problems: results and prospects of research (in Russian)
Maria Gagarina

148–165 From science to practice: following the results of the II International Scientific and Practical Conference "Working emotional intelligence in business and education" (in Russian)
Elena Khlevnaya, Wladimir Stroh

Literary guide

166–171 20 most cited and 20 most recent articles on Emotional Intelligence in Management and Education

ORGANIZATIONAL PSYCHOLOGY

Editorial

We are pleased to continue to acquaint readers with the latest developments in organizational psychology in **2019–1 issue of Organizational Psychology Journal.** First of all, the editorial wholeheartedly congratulates ***Anna Borisovna Leonova*** on the Jubilee!

In the **"Research in Organizational Psychology"** section of this issue you will find the article by *Irina Blinnikova* and *Yuliya Ishmuratova "Analysis of cognitive competence of chemists: comparison between novices and professionals using eye tracker"*, in which the authors describe and investigate what underlies the "superiority of experts" phenomenon.

The **"Organizational-psychological Practice"** section presents two articles. Article by *Ekaterina Strizhova and Aleksandr Evdokimenko "The use of wearable technologies in the practice of performance management in financial sector"* presents the original methodology of organizational and psychological research with the use of wearable technologies and the practical possibilities of using such technologies in organizational practice. *Takhir Yu. Bazarov and Alexander Paramuzov* enrich the methodological tools of the organizational psychologist with the Russian version of the questionnaire *"The Occupational Future Time Perspective" by H. Zacher and M. Frese".*

Two more articles are posted in the **"First Steps"** section. In the article *"Employee engagement: types, levels of realization and links with human resource management practices" by Pavel Smirnov* identifies the distinctive features of the two types of employee engagement proposed in scientific literature — work engagement and organization engagement. *Elena Yaroshenko* discusses about the possibilities of using the eye tracking technology for detection the social and psychological features of emotional burnout.

The *"Organizational Psychology in Persons, Dialogues, and Discussions"* section presented by the international team of authors *Natalia Ivanova, Stephen Benton, Kathryn Waddington, Elena Makhmutova,* who reflect on the possibilities of the development of modern applied psychology in the article *"Trends and perspectives in business psychology. What are the outcomes of the fifth International scientific-practical conference "Business psychology: theory and practice"?*

In the **"Conferences"** section you will find materials on two important scientific and practical conferences held in Moscow at the end of 2018: *"Organizational-psychological aspects of social and economic psychology problems: results and prospects of research"* by *Maria Gagarina* and *"From science to practice: following the results of the II International Scientific and Practical Conference "Working emotional intelligence in business and education"* by *Elena Klevnaya* and *Wladimir Stroh*.

In the **"Literary Guide"** section you will find our traditional article about the 20 most cited and 20 most recent articles on *Emotional Intelligence in Management and Education*.

Please Enjoy Reading!

ORGANIZATIONAL PSYCHOLOGY

Bright professional, wonderful person! To the anniversary of Anna Leonova

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Abstract. February 12, 2019, is the 70th anniversary of Anna Borisovna Leonova, Doctor of Psychology, Professor, Head of the Department of Psychology of Labor and Engineering Psychology, Faculty of Psychology, Lomonosov Moscow State University.

Keywords: anniversary; A. B. Leonova.

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ORGANIZATIONAL PSYCHOLOGY

Analysis of cognitive competence of chemists: comparison between novices and professionals using eye tracker

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Abstract. *Relevance*. Global computerization of work makes it relevant to pay more and more attention to the cognitive competence of professionals. Identifying its structural and functional characteristics is difficult due to latent knowledge and unconscious components of cognitive processing. These difficulties can be overcome by analyzing eye movement. *Purpose*: to explore the cognitive architecture of problem solving by specialists with different professional experience, to identify peculiarities of using knowledge at different stages of professionalization, to describe different levels of cognitive competence. Professional chemists were chosen as subjects for the investigation since this area of knowledge implies special ways of processing and representing the information essential for solving professional problems. *Methodology*. Both professional chemists (n = 22) and novices (n = 20) were asked to identify the substance molecule by choosing the correct answer from the given list (these could be either formulas or substance names). The task execution time, errors and eye movement indicators were recorded using the SMI hardware and software. *Finding*. More experienced chemists outperformed less experienced ones in the speed and accuracy of molecule identification. In order to understand what was behind this "superiority", we compared solving processes of different versions of the task and analyzed indicators of the subjects' eye movements. The novices were less successful in situations where they were asked to match the images of the molecule with its name, which indicated the difficulties they had with the transition between different forms of representations. As for eye movements, the professionals showed shorter first fixations (indicating a faster orientation in the task) and a shorter average duration of fixations (indicating faster processing of information in general). Different strategies for task solving were identified. Professionals relied more on their knowledge, trying first to identify the molecule, construct a mental representation and then use it to select the answer. The novices tried to find the solution in the presented information. *Value of results*. The revealed "superiority of experts" was due to a faster orientation in the task, faster processing of information, the use of representative strategies and more developed abilities to switch between different formats of representations.

Keywords: cognitive competence, eye movement, eye tracking, professional experience, experts and novices in chemistry.

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ORGANIZATIONAL PSYCHOLOGY

The use of wearable technologies in the practice of performance management in financial sector

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Abstract. *Purpose*: is to try and to show the opportunities and prospects of wearable technologies in the performance management and HR practice. *Approach*: the study combines HRV monitoring data, KPI data and psychological diagnostics data. Among the indicators of HRV, the stress index is one of the most informative for characterizing the stress states of the central nervous system. The stress index was monitored in real time using a wearable device during the working day. Changes in performance indicators were also monitored during the working day at 30-minute intervals. Personal anxiety of employees (Charles D. Spielberger test in the adaptation of Y. L. Khanin) and involvement ("Test of Resilience" in the modification of E. N. Osin, E. I. Rasskazova) were also assessed. *Findings*. Evaluations of the relationship between HRV indicators and objective indicators of the working process and psychological diagnostics data are presented. *Implications for practice*. The original methodology of organizational and psychological research with the use of wearable technologies is presented, as well as the practical possibilities of using such technologies in organizational practice. The results were interpreted for four subgroups of employees depending on the level of KPI (low or high) and the level of personal anxiety (low or high). For each subgroup recommendations for performance manager are given. A subgroup of employees with high KPI and high personal anxiety unites employees who are able to act as agents of task performance control. Employees with high KPI and low personal anxiety are a stable work resource within the business process. Employees with low KPI and high personal anxiety are united by the need for a mentor (coach). Employees with low KPI and low personal anxiety are ready to leave the organization.

Keywords: labor productivity, KPI, stress, burnout, heart rate variability.

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Psychometric analysis of the Russian version of "The Occupational Future Time Perspective" by H. Zacher and M. Frese

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Abstract. *Purpose*. This article aims to analyze the psychometric properties of the Russian version of the Occupational Future Time Perspective (OFTP). This construct based on the socioemotional selectivity theory of L. Carstensen, in which the future time perspective is described as an open-ended or limited. There are three scales Focus on opportunities, Remaining time and Focus on limitations in the OFTP. The article presents the structure of the scale, its convergent and discriminant validity, internal consistency and reproducibility. *Methodology*. We collected a sample of 154 workers via social networks. The CFA confirmed the constructive validity of the Russian version of the OFTP and its compatibility with the original version. A test-retest was performed to examine reproducibility ($N = 62$). *Results*. The CFA showed invariance and robustness of the factorial structure. The OFTP scales have convergent and discriminant validity. The OFTP did not confirm reproducibility at the expected level ($r < 0.70$). All scales are reliable ($0.75 < \alpha < 0.91$). *Conclusion*. The research results show that the Russian version of the OFTP has acceptable psychometric properties comparable to the original version. *Value of the results*. The Russian version of the OFTP was first published in this article. The OFTP can be used for scientific and practical purposes.

Keywords: age; future time perspective; limitations; opportunities; remaining time; work characteristics

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Employee engagement: types, levels of realization and links with human resource management practices

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Abstract. The article deals with the theoretical approaches to the employee engagement typology in scientific literature, as well as the problem of taking into account individual and organizational levels of employee engagement in managerial decision-making. The *purpose* of the article is to identify the distinctive features of the two types of employee engagement proposed in scientific literature — work engagement and organization engagement, as well as the links reflecting the possible role of human resource management practices in the process of employee engagement management. The *research methodology* is theoretical modeling of employee engagement phenomenon from the human resource management perspective. The article consists of three logically connected sections. In the introduction, justification of the research topicality is provided. The main part provides a review of literature, which authors attempt to typologize the employee engagement, identifying such types as work engagement and organization engagement. In addition, this section provides an analysis of conditions and results of employee engagement at individual and organizational levels and describes the relationship between different aspects of this state and human resource management practices. The final section provides the research result — theoretical model which describes an employee engagement structure and a way the different human resource management practices may presumably affect the formation of employee engagement and transformation of individual consequences of employee engagement into competitive advantages of organization. *Value of results.* Thus, this article can serve as a basis for further research in the field of employee engagement in general and organizational employee engagement in particular. The findings of the study can be used in development of companies' organizational policies regarding the field of human resource management.

Keywords: employee engagement, job engagement, work engagement, organizational engagement, human resource management practices.

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ORGANIZATIONAL PSYCHOLOGY

Using the eye tracking technology for detection the social and psychological features of emotional burnout

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Abstract. The *purpose* of article is study of the socio-psychological characteristics of the emotional burnout over the attitude characteristics to the objects and subjects of work. *Practical significance*: the identified parameters of the oculomotor reactions will serve as a marker of the presence of this syndrome and will allow to further develop a hardware method for detecting burnout based on eye tracking technology. *The theoretical significance* is connected with the possibility of applying the obtained data to the development of an innovative non-base method for diagnosing emotional burnout. *Goal*: to identify the relationship between the features of emotional burnout and characteristics social cognition of workers, presented in terms of oculomotor reactions. *Study design*. Sample: 44 persons — 20 employees of the Federal Penitentiary Service of the Russian Federation in the Saratov region and 24 respondents without work experience. The age range: 20-38 years. *Methodology*. Research methods: laboratory experiment based on eye tracking technology; Tests: Methods of diagnosing the level of emotional burnout by V. V. Boyko. Methods of statistical analysis: Rank correlation coefficient Ch. Spearman, Mann — Whitney *U*-test. The hypothesis of the study: the parameters of the oculomotor reactions have a reliable connection with the emotional burnout of the personality and are their markers. *Findings*: significant for establishing the burnout parameters are such parameters of oculomotor reactions as the total and maximum duration of fixations, the frequency of saccades, the average and total duration of blinks. *Originality*. The peculiarity of the article is the use of a social cognitive approach to understanding the essence of emotional burnout and the attitudes of personality.

Keywords: emotional burnout, eye tracking, employees of Federal Penitentiary Service, saccades, attitudes, social cognitive approach, oculomotor reactions.

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Trends and perspectives in business psychology. What are the outcomes of the fifth International scientific-practical conference "Business psychology: theory and practice"?

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Abstract. The article analyzes the current state, trends and development prospects of business psychology based on the Fifth International Scientific and Practical Conference "Business Psychology: Theory and Practice (HSE, Moscow, Russia), which was held November, 30 — December, 1, 2018. The conference was prepared and held by the master's program "Psychology in Business", which is the domestic scientific and practical center for the development of business psychology — a new branch in applied psychology. Presentations, their discussion, workshops showed a growing interest of researchers and practitioners to business psychology. There has been a tendency to search for a deeper psychological validation of business psychological tools, search for integrated approaches that can be the basis for the development of business psychological practice. A more clear understanding of the structure of business psychology from the perspective of personal, organisational, social, cultural factors of business management was indicated. The strengths of business psychologists were identified in the context of their ability to solve problems systematically and rely on an interdisciplinary approach. The prospects for the development of business psychology are the following: the expansion of geography and subject areas of research and

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practical activities of business psychologists; implementation of business psychology in a wide range of areas of human activity; the impact of business psychology on the development of new approaches in management and organisational consulting.

Key words: conference, business psychology, psychology in business, trends in the development of business psychology.

Business Psychology and Business Psychological Approaches

The conference on business psychology has been holding for five years in line with the methodology of business psychology — a new direction of applied psychology, which originated in the UK as "Business Psychology" and became widespread in other countries. In Russia, it has received the name "Psychology of Business", which is more consistent with the tradition of designating areas of domestic psychology. But the term "Business Psychology" is also used, as a literal translation of the English name. Therefore, in Russia, in relation to the new direction of applied psychology, the name "Psychology of Business" was consolidated, and in relation to the scientific-practical approach that is developing on the basis of this direction — "Business-psychological approach".

Business psychology is a modern branch of applied psychology that emerged at the intersection of organisational, social, industrial psychology and psychology of personality, as well as economics, sociology and management under the influence of the processes of social and economic development of society (Ivanova, Mikhailova, Stroh, 2008). The object of business psychology is the activities of people and organisations to create, develop and improve business efficiency, taking into account a set of factors. The subject field of business psychology includes a wide range of psychological phenomena, patterns, mechanisms associated with this activity and forming a business as an environment of self-realization, development and interaction of the individual.

In other words, the psychology of business studies the factors and conditions under which businessmen are successfully solving the tasks of the effectiveness of their business, do not lose human qualities that allow them to be capable for personal growth, effective communication with people and give them "human face". Experts in this field should be able to comprehensively analyze business as a professional and social environment, identify its impact on the development of an individual, master the principles and technologies of psychological support for managers and personnel of business organisations, etc.

It should be noted that this trend began to be created in the UK in the 1990s under the influence of new business development conditions (increased instability, crises, etc.) and challenges to the psychological community from the dynamic world. The business demanded practice-oriented approaches, allowing them to work on complex solving problems, systematically take into account the human factor in management, etc. And business psychology has become such an approach, in which ideas of interdisciplinarity and focus on the use of psychological tools for business development were originally laid.

It was in Great Britain at the end of the twentieth century that the ideas about the goals and objectives of business psychology were formed, the first manuals were published, the first university training programs for business psychologists — specialists working in this paradigm — were being created. Thus, the textbook by the Professor of the University of East London E. McKenna "Business Psychology and Organisational Behavior" has sustained several editions since 1994 (McKenna, 2000). The emergence of business psychology in the UK, in our opinion, is not an accident, but reflects the logic of the development of education and science in this country. It was here that the practice-oriented training and the education of specialists for solving vital tasks were found (for example,

the model of educating the gentleman by J. Locke). Master's programs in Business Psychology at the University of Westminster (Professor S. Benton) and London Metropolitan University (N. Merlow) became the methodological centers for the formation of an approach to understanding the goals and objectives of business psychology, as well as the functional tasks of business psychologists. These universities are famous for their practical oriented education, so it is not by chance that it was there that the first masters programs in business psychology were opened. Today in the UK there are more than 50 educational programs to train psychologists for business, including very famous universities such as University College London, Kingston University, Aston Business School, University of Westminster etc.

In Russia, the main center for the development of a business-psychological approach is the Master's programme "Psychology in Business" of the Department of Psychology at HSE, which has been operating since 2004. Teachers and students of this programme are developing and giving a new content to the approach of business psychology.

It is interesting to note that the first works written in the direction of the psychology of business in Russia appeared at the end of the twentieth century. Of course, applied branches of psychology associated with certain areas of activity had been formed in our country before. It's about, for example, the fields of education, industry, military activities, the space sector, etc. In the 1990s, a new social institution began to form — a business that became a new resource for the development of business psychology as a new applied branch of psychology.

At this time, there was a need for psychologists to analyze the development of a business' value basis, highlight the psychological factors of success in business, show the sources of interest of businessmen in psychological research, etc. There was a request for cost effective tools for psychological support of business, contributing to its optimal development, taking into account the "human factor" and improving the efficiency of business organisations (Yemelyanov, Povarnitsyna, 1998).

The process of becoming a business psychology continues. It is accompanied by problems of self-determination in relation to other areas, above all, organisational and economic psychology. In recent years, papers have appeared in our country that reflect the very difficult process of the formation of a business psychology: "Economic Psychology" (A. L. Zhuravlev, O. S. Deineka et al.), "Business Psychology" (G. Bardier, N. Rysev et al.), "The Psychology of Business" (E. N. Yemelyanov, S. V. Povarnitsyna), "Business is Psychology" (M. Melia), "Economics and Psychology of Business" (A. I. Samoukin, N. V. Samoukina) and others.

The Business Psychology as a newest branch in psychology is actively developing. Each educational program, which works in line with the business psychological approach, contributes to the methodology and practice, which makes the palette of ideas about the psychology of business very diverse. At the same time, at least several approaches which largely determined the structure of the psychology of business can be distinguished.

Variety of approaches

At the conference were represented following approaches: the approach that is being developed at the University of Westminster (London); the approach of the team of teachers of the Master's program "Psychology in Business" at HSE (Moscow); the approach, which defined the contours of the MGIMO UNIVERSITY of MFA of Russia.

The University of Westminster approach

The University of Westminster approach was formed in the late 1990s and has been tested for almost 20 years at the University of Westminster (London). This approach to the content, functions and areas of business psychology was developed under the guidance of Professor Stephen Benton,

who has been a board member of the Association of Business Psychologists in Great Britain, Director of the Center for Business Psychological Research and Head of the University of Westminster for a long time. S. Benton is essentially the founder of business psychology branch in applied psychology, a man who in 1998 opened at the University of Westminster (London) the first in the UK (and in the world) master program in Business Psychology. A few years later he set up the Center for Business Psychological Research, in which undergraduates and teachers of the program had the opportunity to carry out scientific research (Benton, Ivanova, 2016).

This approach reflects the philosophical understanding of modern conditions of business development in the world and the role of psychology in solving problems that a business faces. According to S. Benton, the modern dynamic and increasingly complex world has a serious impact on both the nature of the business and the personality of the people who create and support it. The business environment is becoming increasingly conflicting, even cruel to the person and his values. Therefore, it is important for psychologists to use the tools to deal with this conflict of the business world, to identify decision-making factors, to adjust constructive communication inside and outside the organisation, etc. This is beyond the abilities of psychologists, whose self-awareness is formed within narrow areas. To help business in making informed decisions, a holistic view of the psychologist on business, the ability to work in an interdisciplinary field, taking into account advances both in psychology and the management of organisations and the economy, etc. is necessary. According to Professor Benton, this is a daunting task that requires the consolidation of business psychologists, clarification and understanding of the goals of their training and professional development, constant exchange of experience in teaching and practice, searching for areas of cooperation (Benton, Ivanova, 2016). Within this approach, business psychologists are specialists who, knowing psychology, understanding in general the essence of business and management, can help businessmen to be able to: effective communications with different people; effective teams building, management of organisations with regard to the human factor; work on oneself, personal development to increase competitiveness and preserve mental well-being.

The model of business psychological competence of S. Benton is based on conceptual approaches to the development of personal and professional competences, which, interacting, contribute to the systematic growth of the sustainability of the organisation. The model allows to identify the functional strategic capabilities of a business psychologist at the following levels: individual (I), team or group (T) and organisation (O) — levels of ITO. The model consists of five areas, each represents a collection of knowledge and related competencies. These specific areas are:

- individual differences;
- teamwork (group);
- negotiating (conflict resolution);
- making decisions;
- personal competence (the ability to think and act strategically).

It is important to emphasize that the role of personal competence reflects the goal of this model, aimed at expanding sets of behaviors at three levels (I, T, O). This is considered as a prerequisite for subsequent behavior and indicators of sustainability in the organisation. In order to achieve coherence in the organisation, the competences of each level (I, T, O) should be reflected.

In practice, these competences are unlikely to be combined if each of them is not inscribed in the language of competences of each level (I, T, O). One key factor for successful behavior within and between each level is the combination of a "level" of competence with a mental scheme that encourages and supports the ability to diagnostic and problems solving. This combination lays the foundation for coherence between the individual's ability to diagnose (D), problem solving (PS), planning (P) and bringing these diagnostic processes into effective behavior and actions. All these

abilities are manifested at the level of the individual, team and organisation (I, T, O). The flexibility of the behavioral response, which is linked to the goals of the activity, is considered as the product of an effective personality, group and organisation strategies. Each of the main areas of competence, indicated above, is a source of focus of attention when solving tasks of communication and achieving interpersonal goals.

According to the model by S. Benton, personal competencies affect the ability to develop positive personal strategies that can enhance any level of basic competence. In order to achieve such coherence in complex and intense interactions, a number of key or base competencies must be developed as a starting point in building overall effectiveness. The starting point of the model is the competence of the psychologist in identifying and using individual differences. Competence in dealing with differences, such as: culture, personality, learning styles, types of conflicts, and communication styles is enhanced with integration in other core areas: teams, conflict resolution, decision-making facilitation, and personal competences.

Combined with strategic ability to diagnose, plan and act, individuals and groups are less susceptible to the negative impact of distorted and unsuccessful communications, which often accompany the communication of people and groups under pressure. In addition, it is argued that people and groups are much more able to maintain a focus on tasks when working with differences (diversity) longer with less influence of negative and protective behavior. The main argument is that the majority of "behavioral barriers", performance disruptions arise from the shortcomings of managing individual differences that manifest in each of the main areas of the competency model.

In the approach by S. Benton, a way to harmonize personal, group, and organisational competences in such a way that individual differences and group diversity are used more effectively is laid down. This approach is implemented in the training of business psychologists at the University of Westminster, which includes five main blocks.

A) Individual differences. Personality features, behavioral responses in various situations, interpersonal communication and interaction styles are studied.

B) Team building and team management. Behavioral responses and attitudes are studied in the synergistic integration of various types of individual and group behavior.

C) Conflicts resolution. Negotiations as a way to conflicts resolve. Behavioral responses and attitudes are being studied to resolve disagreements at various levels of social interaction during negotiations. Special attention is paid to the psychological methods of building a dialogue and searching for mutually beneficial solutions.

D) Making decisions in a group. Behavioral responses for the synergistic resolution of disagreements in a group are studied.

D) Personal and professional competence. Behavioral responses and attitudes to resolve dispute when interacting with behaviors based on different approaches are explored.

The framework of these content-subject blocks includes the possibility of business psychology in realizing its main goal, namely: creating conditions in business to improve both personal functioning and organisation as a whole (Personal and Organisational Effectiveness). According to S. Benton, with such training, business psychologists will be able to direct the activity of managers and staff to develop a strategy that is adequate to the rapidly changing socio-economic conditions, to overcome difficulties and conflicts in organisations, to increase competitiveness and develop the organisation.

Developing this approach, K. Waddington added more theory and practice of working with human emotions to the learning structure. She believes that the success of modern business depends on the state of the emotional sphere of all business participants, on their ability to show humanity towards people. Emotions permeate all business processes: creation of business plan, brand building,

business relationships, networking, teamwork, leadership and management etc. So, the another module of the program is the analysis of emotions and dealing with emotions.

Developing a Professional Role and Identity in Business Psychology

The UK Association of Business Psychology (ABP) has recently introduced a new Business Psychology certification process in order to: (i) facilitate professional benchmarking within the field; and (ii) provide a route to certification for ABP members that evidences their expertise, competencies and skills. To become a Certified Business Psychologist, practitioners need to demonstrate their understanding of the ways in which Business Psychology is applied effectively in order to improve performance for individuals and organisations. It sets out a three-stage career framework, building from entry level as an Associate Business Psychologist, to Fellowship of the ABP reflecting sustained and effective leadership in the field. The certification scheme is underpinned by the ABP values of: being inclusive: welcoming all those who embrace Business Psychology; being accessible: helping to make the application of Business Psychology user-friendly; promoting Business Psychology: raising awareness of the specialist value of Business Psychology for people and organisations; demonstrating best practice: sharing examples of Business Psychology's application; building capability: enabling the development of Business Psychology knowledge/skills.

Certification as a Business Psychologist also requires submission of evidence that demonstrates understanding and experience across the consulting cycle (i.e. advise, diagnose, design, implement and evaluate); professional business practice (e.g. business acumen and ethics); and in the following core areas of practice.

1. The Psychology of Selection and Assessment.
2. Strategy and Organisational Effectiveness.
3. The Psychology of Learning and Development.
4. Behavioural Science.
5. Human Motivation and Wellbeing.

It is important therefore that students, as trainee Business Psychologists, begin to develop a professional role and identity in the field from the outset of their studies. The Business Psychology Masters at the University of Westminster has recently introduced a new core module to the course: Evidence-based Practice and Business Psychology Consultancy. The module integrates into the MSc Business Psychology's BPsy curriculum model established by Stephen Benton, and its aims are to: provide students with an evidence-based practice approach to Business Psychology consultancy; develop consultancy skills and competence underpinned by relevant theoretical and ethical frameworks and concepts; promote critical reflective practice, self and peer assessment.

Students engage with case-study consultancy scenarios in the role of Business Psychology Student Consultants, exploring both internal and external consultancy roles. This has been achieved through active participation and internal partnership working with the University's Human Resources Organisational Development team. Student Consultants drew upon tools introduced and used in the modules Facilitated Decision Making, and Organisational Diagnostics: Tools and Approaches, (which are components of the BPsy model) to advise on ways of communicating the University's 2018-2023 strategy. Graduates of the course who are established Business Psychologists are also involved in teaching to share their experience, knowledge and skills.

The assessment strategy for Evidence-based Practice and Business Psychology Consultancy is aligned to Stage One — Associate Business Psychologist — of the ABP certification scheme, enabling students to: (i) provide evidence of engagement with the consulting cycle; (ii) demonstrate theoretical knowledge and engagement with core areas of practice and ABP values; and (iii) engage with continuous professional development (CPD) activities. There are three assessed components.

(1) A consultancy pitch presentation. (2) A real-world case-study scenario requiring a Business Psychology consultancy intervention, produced as a concept map and supported by an evidence-based annotated bibliography. (3) A Process Report which includes critical reflection upon engagement and learning in the module, a consultancy profile and action plan for future CPD. When combined with learning and research undertaken during the Business Psychology Masters course as a whole, students are well prepared and ready to enter the field of professional practice in Business Psychology.

The HSE approach to business psychology

As noted above, at the HSE Department of Psychology, on the basis of the Master's program "Psychology in Business", an approach to business psychology is being developed and filled with new content. Due to this activity, two textbooks were published (Ivanova, Mikhailova, Stroh, 2008; Antonova, Ivanova, Stroh, 2014), an international monograph (2016), several collections of articles on this subject (2011; 2013; 2015). According to this approach, business is considered not only as a profitable activity, which is also important, but, above all, as a complexly organized system aimed at creating products and services with properties that are in demand by society or groups of people. The main function of the business is the creation of products and services with new properties demanded by society (Ivanova, Mikhailova, Stroh, 2008). The structure of business psychology is based on the following aspects of business analysis.

• *Activity* (*professional*). Business is a special activity aimed at making a profit, and imposing certain requirements on the personality of the contractor (businessman).

• *Organisational*. Business can function only in the conditions of an organisation; therefore, in this context it has its own patterns of rise and functioning.

• *Environmental* (*sociological, market, etc.*). Business is among the most important social institutions of society, therefore, on the one hand, it depends on society, market situation, etc., on the other, it has a significant impact on social structures and order in society, socialization of citizens and standards of social behavior.

Accordingly, the activity of a businessman is considered holistically in the relationship of various aspects of the life activity of business entities. A businessman, thanks to his psychological qualities and a certain professional competence, develops his business, builds an organisation, defines its mission and strategy, and ultimately determines the appearance of business as a social institution. The role of a business psychologist is to help him to establish, implement and develop a business according to the problems faced by the businessman and business and the tools that the psychologist himself has. In other words, by working on a specific task, a business psychologist is able to present a more holistic picture in which this task originated and, based on this, seek an adequate solution.

Important to note, that business psychologists act as generalists. Understanding the general meaning of business and management, they can successfully apply their psychological knowledge in the field of HR, organisational and individual counseling and coaching, studying consumer behavior and others. In addition, business psychologists can help businessmen to improve their efficiency and competitiveness, not to lose their "human face", to be capable of personal growth, effective communication with people.

Moreover business psychologists are considered as specialists who, knowing psychology, can help businessmen to be able to communicate effectively with different people, manage organisations taking into account the human factor, work on self-improvement, personal development to improve competitiveness and preservation of mental well-being.

Business psychologists have task-oriented training to work in business organisations. They should be able to show high efficiency in self-management, management of the organisation, development of communications, image. They should also have more opportunities to understand the life of the organisation and develop effective relationships.

The content of the HSE program "Psychology in Business" is based on this conceptual basis. The program is interdisciplinary in nature, based on work and industrial psychology, social and organisational psychology, the psychology of personality, but it is also open to other areas in psychology and humanities (Ivanova, Mikhailova, Stroh, 2008).

Training includes learning of business-psychological technologies at the market level (consumer behavior, branding, product launch to the market and its promotion), at the organisation level (organisational changes and development, team building, group problem solving, leadership and cooperation) and at the personal level (individual decision-making, values, goals, personal branding, professional development). Training courses of the program allow to get acquainted with all the selected areas and form the appropriate practical skills.

Emphasize again that the content of the program is based on the subject areas of work and industrial psychology, social and organisational psychology, personality psychology, but it is also open to other areas in psychology and humanities. The program is aimed at individual or collective performance improvement business.

Students learn to analyze business as an organisation, activity and social institution, study its impact on the social and professional development of a person; master the principles and technologies of psychological support of business organisations, individual and group counseling and coaching, the organisation of in-house training, marketing research, etc. All this helps them to prepare for the performance of a business psychologist: consulting, training, expert, research, project activities.

The program "Psychology in Business" annually monitors the relevance of business psychologists in practice, which helps to improve the learning process. We can say with certainty that these specialists are now in demand in the labor market, both in our country and abroad, because they have competencies in making effective decisions, facilitating group processes and organisational changes, and optimizing external and internal organisational communications. Employers note that business psychologists, compared with the psychologists of the classical form of training, show greater efficiency in adaptation to the business environment, communication with the management and staff of organisations, professional identification that is understandable to business and ways to communicate information, etc. That's why they are on demand in work with personnel, in organisational, personnel, management consulting. There is a growing market for psychological services from banks, large industrial holdings, medium and small enterprises, and trade organisations.

An important stage in the development of a business psychological approach at HSE is the development of new approaches to practical activities, such as business psychological consulting (Eliseenko, Ivanova, 2018; Ivanov, Stroh, 2018).

The MGIMO University approach to the business psychology

Moscow State Institute of International Relations, MGIMO University, according to University Charter, is accountable to the Ministry of foreign Affairs of the Russian Federation, which essentially determines the specifics of its educational activities. MGIMO University has a variety of opportunities for the organisation, implementation and development of both fundamental and applied research, and their implementation in the educational process. The University created educational and methodical associations of training areas: "Political science and regional studies" and carrying out the functions of the basic educational institution of higher education in the areas of training

"International relations", "Foreign regional studies", "Advertising and public relations". Business psychology is a modern branch of applied psychology, which significantly complements the training program of future diplomats. Therefore, MGIMO University is developing its own approach to business psychology. In the structure of MGIMO University approach to business psychology it is possible to distinguish two types of components — the institutional, and educational (objects). Let's examine them.

The contours of the institutional approach of the MGIMO University to the psychology of business

Colleagues consider the relevant context of official documents of the Russian Federation and speeches of the head of the Ministry of Foreign Affairs S. Lavrov as a starting point for understanding the role of psychology in diplomacy and business. Thus, the foreign policy Concept of the Russian Federation, approved by the decree of the President of the Russian Federation on November 30, 2016, notes that "strengthening Russia's positions in the system of world economic relations, non-discrimination of Russian goods, services, investments, the use of international organisations and the promotion of international development is one of the mechanisms for solving global and regional problems, strengthening international security and political stability". The task of parity development of international relations and foreign economic relations set in this document assumes activation of all possible mechanisms, including psychological, for obtaining significant results in the Russian policy and economy.

Colleagues from MGIMO University find an appeal to the subject of business psychology in the statements of Minister S. Lavrov devoted to the analysis of the relationship of diplomacy with the development of business and society. He said that today only Russian companies can and do play the main role in protecting their interests. At the same time, ensuring non-discriminatory conditions for their activities, as well as creating a favorable regulatory environment for economic activity, is one of the most important tasks facing the Russian Foreign Ministry. At the same time, maintaining constant and effective contact with the business community is one of the key conditions for successful economic diplomacy… Cooperation between diplomacy and business is beneficial for both sides. The strengthening of Russia's international positions helps the domestic business community to develop foreign markets, and progress in this direction allows us to reveal our foreign policy potential more fully and with greater efficiency (Lavrov, 2009).

Today, the concept of "business diplomacy" has entered the diplomatic turn of speech. And it was not accidental. It was specified and used in almost all meetings of the Minister with representatives of foreign business circles. Therefore, today the business community, business diplomacy has a special role in maintaining trust and mutual understanding between the peoples (Lavrov, 2016). And then at a meeting in Moscow on October 31, 2017 with members of the Association of European business in Russia, S. Lavrov again stressed the foreign policy mission of business. He said that business itself knows what is in its interests. If he simply brings his position that he needs a different atmosphere to our and your leaders, then this will probably be the right thing to do (Lavrov, 2017).

Thus, the practice of international relations has led to an understanding of the equal importance of diplomacy and business for the development of the country. The question of what connects these concepts, these professional spheres of activity and their representatives at the deep level? Colleagues answer this question that psychology, more precisely, psychological mechanisms of professional activity in business are a kind of intermediate variable between diplomacy and business. Therefore, business psychology is reflected in the educational programs of the University subordinated to the Ministry of Foreign Affairs — MGIMO University.

Outlines the educational approach of the MGIMO University to the business psychology

Emphasizing the importance of the psychological component in the training of international students, let us focus on the practice of the educational process of MGIMO University and the place of business psychology in it. If we look at the overall situation of representation of specific issues of business psychology in the educational process of MGIMO University, it turns out that in most faculties to some extent these issues are reflected, or have a potential educational niche. Traditionally, the most widely implemented issues of business psychology at the faculty of international economic relations, where in addition to the basic course of psychology for bachelors read courses on psychology of management and psychology of leadership with the basics of business psychological approach.

For undergraduates of the faculty of applied Economics and Commerce Department of pedagogy and psychology developed and read the course "Psychology in business". Methodological support of this course is aimed at transforming the results of educational activities into a system of personal achievements of international students by mastering the culture of thinking, the ability to perceive, generalize, analyze information; a broad professional Outlook using psychological knowledge; heuristic skills to solve problem situations; skills of logical construction and monitoring of professional reasoning and statements in the decision-making process; basic repertoire of interactive techniques and individual algorithms of communication; management decision-making technologies in a multicultural environment (Makhmutova, 2018).

At the faculty of international relations in the framework of discussion of the problems of the world economy is considered the theme "State and entrepreneurship: property relations and forms of business", in which it is possible to use business psychological knowledge. The faculty of international journalism teaches a course of psychology, in some topics of which (personality, communication, etc.) bachelors get acquainted with examples from the psychology of business. The faculty of international business and business administration, which trains future managers in the field of foreign economic activity, presents bachelor's and master's courses in organisational behavior, leadership, new technologies in business, management consulting — disciplines with high business psychological potential.

Dynamic development of business psychology issues takes place in the School of business and international competencies in all areas of its work: professional retraining (Coaching for the business environment, International Protocol and business communications), professional development, corporate programs, and youth school of international diplomacy. In scientific cooperation with the faculty of management and political science, the School of business and international competences has been implementing the program "Business and international relations" for students of leading American universities together with the Council for international educational exchanges of the United States for five years. This program can serve as another educational platform for the development of business-psychological approach in MGIMO University. Summing up the preliminary result, we can state a large scientific and practical capacity of various educational and scientific departments of the University for the development of business psychology in MGIMO University. The issues of business psychology at MGIMO University are specialized for a specific direction or profile of bachelors, masters or students of various programs. Business psychology in MGIMO University has optimistic prospects for further development.

It was interesting to learn that the development of business psychology has optimistic prospects at MGIMO University. Rector of MGIMO University University academician A. Torkunov, noted that studies of MSUIR professors in recent years testify to the emergence of a new direction in pedagogics and psychology of higher school, which included, among other "psychology of international relations" (Torkunov, 2013, p. 8). Within the psychology of international relations, we can talk about the psychology of business in the international context.

In particular, in the training of international affairs specialists in the area of Trade and Management. The report showed that the multidimensionality of the psychological component of the training of specialists in international affairs was manifested both in the theory and methodology of teaching foreign languages, translation in the field of professional communication, and in interdisciplinary studies of the features of the negotiation process, in preparation for intercultural communication, including international business. The development of these areas in MGIMO University has a positive impact on the quality of specialized education (Makhmutova, 2017).

Summing up the description of the business psychological approaches

Summing up the description of the business psychological approaches on which the idea and content of the conference is based, we note that the above-presented vision of business psychology at HSE and the University of Westminster has much in common. We emphasize once again that this is not accidental. This is due to the fact that the graduate program "Psychology in Business" at HSE has long cooperated with the program "Business Psychology" at the University of Westminster. Moreover, for several years this cooperation has been carried out with the participation of the Master's program in Business Psychology at the London Metropolitan University, where our colleague Nigel Merlow implemented principles and methods in consonance with the Russian business psychologists in education.

Therefore, it can be said that thanks to the cooperation of business psychologists from Russia and the UK, the approach to business psychology which today attracts more and more conference participants and is also becoming more recognizable in business and society has emerged.

Business psychological content of the conference

The conference program traditionally included three parts: the opening ceremony, the presentations of the speakers and workshops. Taking into account the anniversary format of the conference, the opening ceremony presented both welcoming words and reports on the history, current state and trends in the development of business psychology in Russia and the world. The content of the reports reflected the approach to business psychology that has developed at HSE. Presented reports reflected all the main areas of research in the field of business psychology: the activities and personality of a businessman; organisation as an instrument of business; socio-cultural environment for business development, etc.

The opening ceremony

The conference was opened by Doctor of psychology, Professor ***N. L. Ivanova***, Chairman of the Conference Organizing Committee, Academic Head of the Master's Program "Psychology in Business" at HSE, co-founder of the Association of Business Psychologists of Russia. N. L. Ivanova presented a brief excursion into the history of the creation of business psychology in Russia, the areas of research in her report: Business Psychology Today. If you go back to the moment of emergence of this direction in Russia, it is important to recall the year 2004, when at HSE, in the Chair of Organisational Psychology of the Faculty of Psychology (Head Professor W. Stroh), the Master's program "Psychology in Business" was opened (academic head Professor N .L. Ivanova). A great contribution to the development of the program was made by the scientific director of the psychology department of the HSE, Professor V. D. Shadrikov and Professor L. A. Petrovskaya, the founder of the theory and practice of socio-psychological training in our country. It was thanks to a team of highly qualified specialists that the first Russian program for training psychologists for

business and later – a research and training group on the study of psychological problems in business were created. This played an important role in the development of the psychology of business in our country. At present, the "Psychology in Business" program team is working on the establishment of a Center for Business Psychological Research, in which undergraduates and teachers of the program will be able to carry out scientific and practical activities.

The report noted that such a development of business psychology at HSE would have been impossible without the development of scientific and methodological contacts with colleagues from the UK — the place where this branch was first created in the world. The contribution of the authors of the first training programs for business psychologists in London — Nigel Merlow, Dimitrios Tsivrikos (London Metropolitan University) and Stephen Benton (The University of Westminster) was greatly appreciated. Thanks to this collaboration, the content of the courses on the Psychology in Business program at HSE was developed. This process took into account the experience of training business psychologists at leading universities in the UK, as well as results of monitoring of the psychologists' competencies demand in Russian business. Thus, the principles of education of business psychologists were formed: an integrated approach, advanced tools and world-class practices with ease of giving information.

In report emphasized the essence of the approach to the training of business psychologists at HSE. She showed that in today's turbulent socio-economic conditions, businesses need specialists who possess the knowledge and technology to improve the organisation management system. Business psychologists need to be able to build psychologically-competent communications systematically, to help businesses identify psychologically determined problems and effectively deal with them. At the same time, it is a psychologist who understands the meaning of business and can comprehensively perceive the problem situation, seek its solution at various levels: from the individual to the socio-cultural. This is possible only on the basis of a clear understanding of one's place and purpose in business, using a wide range of psychological knowledge and technologies. Therefore, in the training of business psychologists, the process of self-determination of the individual, the mechanisms for the formation of social and professional identity, on the basis of which the goals and objectives of business activities are clarified plays an important role.

N. L. Ivanova also stressed that the development of business psychology, professional development of business psychologists also require the consolidation of the business psychological community, the constant exchange of experience and the search for directions for further development. The first scientific and practical seminars on business psychology were the part of the educational process, a platform for the exchange of ideas, results, methods, etc. Then they turned into the largest scientific events, which has been holding as International Conference on Business Psychology since 2014 every year (see eg Ivanova, Stroh, 2016; 2018).

Today we can say that the annual international scientific and practical conferences on the psychology of business have already become the calling card of the HSE undergraduate program "Psychology in Business". These conferences are interdisciplinary, give an idea of the different approaches to research and their practical application in the field of entrepreneurship and business, and therefore attract a wide range of participants from different fields. This year, traditionally, the conference was attended by university teachers and students, consultants, company executives, entrepreneurs, etc.

Welcome speech "Business Psychology in the HSE" was made to the conference participants by ***M. V. Falikman***, Head of Psychology Department, National Research University Higher School of Economics, PhD, professor. M. V. Falikman stressed that in our time in the world there is a most rapid growth in the development of psychology among all the sciences of human, new scientific directions are emerging. This is reflected in the activities of the HSE Department of Psychology, in basic research

in such areas as general psychology, social and cross-cultural psychology, cognitive psychology and psychophysiology, etc. The department is also developing as a center for practice-oriented areas, among which business psychology takes a worthy place. Historically, representatives of the Chair of Organisational Psychology of the Department who developed one of the first practice-oriented master programs of the Department of Psychology in Business were involved in the development of this area. Now the development of business psychology is based on the master program. The annual international conference on business psychology is organized by a team of teachers of this particular master program. M.V. Falikman hoped that, thanks to the conference, the development of business psychology would receive a new impetus, and the participants would be satisfied with the level of reports and master classes, and gain new contacts for their professional development.

Welcome address from the Russian Association of Business Psychologists (ABP) was made by ***O. I. Khodzinskaya***, Vice-President of Russian Association of Business Psychologists, member of the Association of Business Psychologists of Great Britain (ABP), business psychologist, consultant, coach. O. I. Khodzinskaya stressed the importance of founding the professional community of business psychologists, formation a creative and productive environment for the professional development of these specialists. The participants were interested to learn about the history of the creation of the ABP in Russia. This happened in 2013, when at the conference "Business. Society. Human" in 2013, the constituent assembly of the ABP was held in partnership with colleagues from the UK. This meeting was attended by colleagues from many cities in Russia. They joined in a discussion of the goals and objectives of the ABP, the relevance and prospects for the establishment of this professional association. During the discussion, some important decisions were made on the registration of the association, as well as on the main directions of its activities. In 2104, the certificate of state registration of the Association as a non-profit organisation was received and its official website was created: http://abp-rus.com/ O. I. Khodzinskaya told about the current state and plans for the development of the ABP, the benefits that membership in this organisation gives to the practitioners, and highlighted the problems of growth in the new direction, the need for a clear positioning among other approaches and trends in applied psychology.

Speaker presentations

The presentation *"Paradoxes of business psychology in the conditions of uncertainty"*, by the President of Russian Association of Business Psychologists, Doctor of Psychology, professor of Moscow State University by M. Lomonosov ***T. Yu. Bazarov*** dealt with substantive issues of positioning business psychology among other actively developing areas of applied psychology. The report was distinguished by its depth and reliance on serious scientific research. He showed that the psychology of business give answers to well-known paradoxes of management, which is difficult find from the perspective of a single approach. Among these paradoxes are such as: "establish close relations with the staff and keep an appropriate distance", "lead openly and remain in the shadow", "trust the staff and keep track of everything that happens", etc. On the basis of socio-psychological research, the report highlighted the situations that project managers face today, and the research and practical activity with them which is included in the subject field of business psychology. This is increasing complexity of the management process, changes in decision-making speeds, readiness for any future, the desire to formalize everything, a change in the role of a leader in an organisation, etc.

The report highlighted important issues that are included in the arsenal of scientific and practical activities of business psychologists. In particular: How to combine individual and collective goals? How to combine competition and cooperation? How to combine the functioning and development? How to combine leadership and self-management / self-organisation?

As President of Russian Association of Business Psychologists, T. Yu. Bazarov paid special attention to the issues of self-organisation of the group, as the most important factor in the success of any group, including the community of business psychologists. Based on the work of well-known domestic social psychologists, such as A. V. Petrovsky, M. G. Yaroshevsky, L. I. Umansky he presented a definition of group self-organisation, which is important to remember for all who begin to create a new business, a new organisation: "The group's self-organisation is the ability of its leader and each member to develop their internal resources – personal structures of consciousness that give meaning to joint activities".

Hypotheses for future research were derived, for example, "self-organisation is related to self-development (development forces the group to form its own goal)", "self-organisation is realized through crises (they are — impulse to goal setting)", "self-organisation is conditioned by the uncertainty of the external world (predictability and goal setting is contraindicated)".

Thus, the psychology of business is a modern branch that responds to many paradoxes and challenges of the time. Positioning of business psychologists demonstrates a demand for an interdisciplinary, integrated view, where the psychologist's thought gives a new impetus to the management decision and helps to resolve these contradictions from a humanistic position, while not forgetting the main goal of the business aimed at creating a specific product demanded by society.

The report *"The Role of Compassion in Promoting and Sustaining Healthy Organisational Cultures and Leadership. Practices — an Emerging Agenda for Research"* by Dr. ***Kathryn Waddington***, Academic Director of the master's program in Business Psychology, University of Westminster, business psychologist, member of the ABP UK. Academic supervisor of the master's program Business psychology HSE. As a researcher and practitioner, K. Waddington perfectly understands the range of problems that arise in business and require psychological intervention. She presented the direction in business psychology, which has been developing for over 20 years at the University of Westminster, starting with the development of the model of S. Benton. As a business psychologist, K. Waddington works on an individual level with managers and staff of organisations.

The report asked the following questions: Is there a place for compassion in modern organisations? Can compassion help promote the values of a healthy moral relationship, a healthy organisational culture and relationships in an organisation? Can compassion change the face of leadership practices? Etc. These questions are important for those organisations where people are caring and sensitive to each other, where the leader can encourage employees, giving time to speak and reducing the effects of his pressure. At the University of Westminster we value compassion, we are inclusive and united, we think carefully, and that allows each of us to play our role. Based on the work of the Charles Darwin International Institute for the Study of Compassion, K. Waddington, showed that world science has structures that aim to support the development of a new generation of scientists and future leaders as experienced practitioners and promoters of compassion in a subject area of psychology.

The report presented the themes of business cases, within the framework of the problem of compassion. These include, for example, improving innovation and creativity, psychological security and trust, strengthening interpersonal relationships, reducing staff turnover, improving relationships in an organisation, etc. Since compassion engenders compassion, it can be expected that such an attitude towards people will spread throughout the organisation as more and more employees acquire the experience of appropriate behavior.

K. Waddington showed that organisational culture makes an important contribution to the development of people's compassion for each other in organisations. This is facilitated by such elements of culture as: underlying assumptions, shared values and beliefs, artifacts and symbols, etc. The evolution of these elements can lead to the formation of new patterns of behavior associated

with compassion. As a business psychologist with great experience in research and practice, K. Waddington in her report makes the following conclusions: "Further research is needed in this area". "A culture of compassion should be allowed to evolve not be imposed". "Leaders — as carriers of culture — should embody compassion in their leadership practice".

The report *"Business psychology in the educational space"* by ***E. N. Makhmutova***, PhD, associate professor of the Department of Pedagogy and Psychology at the Moscow State University of International Relations was devoted to the current state of business psychology and the representation of this direction in Russian universities. Based on a thorough analysis of the curricula of Russian universities, E. N. Makhmutova singled out those universities where courses that relate to the field of business psychology are already being taught. Among them, for example, such universities as: Lomonosov Moscow State University, Higher School of Economics, Moscow State University of International Relations; Russian Economical University by G. V. Plekhanov, Saint-Petersburg State University, Tomsk State University, Dostoevsky Omsk State University, Kemerovo State University. At the bachelor and master levels the curricula of management, personnel management, psychology, sociology, conflict management, advertising and public relations, organisation of work with youth includes business psychology issues. In the education of the specialists, issues of business psychology were considered in the following disciplines: Psychology of official activities; Psychology of managing conflicts in an organisation; The psychology of negotiation; Organisational counseling; Psychology of decision making; Psychology of personnel motivation and stimulation; Coaching in organisations, etc.

In recent years, master's programs on business psychology have been opened in a number of universities. These include the following programs: Business Psychology (REU); Psychology in business (HSE); Entrepreneurship and Project Management (MSU); Strategic Human Resource Management (MSU). It was noted that the transformation of the methodological architectonics of Business Psychology as an academic discipline and scientific direction is associated with the mission of the university. An interesting conclusion was made about the difference between programs such as "Psychology in Business" and programs in Business Psychology. In the first case, the goal of the program is to study the psychological practice of increasing the success of business activities. In the second, to study psychological patterns and phenomena in the framework of economic activities.

It was interesting to learn that the development of business psychology has optimistic prospects at MSUIR. In particular, in the training of international affairs specialists in the area of Trade and Management. The report showed that the multidimensionality of the psychological component of the training of specialists in international affairs was manifested both in the theory and methodology of teaching foreign languages, translation in the field of professional communication, and in interdisciplinary studies of the features of the negotiation process, in preparation for intercultural communication, including international business.

The presentation by Dr. ***Warren Thorngate***, Emeritus Professor of psychology, Carleton University, Academic supervisor of the master's program Business psychology HSE (Ottawa, Canada) *"Contests and Competitions: Why the Best People Rarely Win?"* was devoted to the subtleties of decision-making process. The problem on which W. Thorngate's report is focused concerns a very important field of theory and practice of business psychologists, the behavior of employees in conditions of limited resources. Each organisation holds various contests and competitions. But how to organize these contests in order not to leave employees feeling a sense of injustice? And is it possible? To answer these questions, W. Thorngate and his colleagues conducted a study. The following research question was raised: What is the relationship between the merits of the contestants determined in the competition and the chances of winning the best of them?

Observation of contest participants showed that their number decreases with each round. At the same time, the average performance of the contestants increases with each round. In the end, all

contestants become more similar to each other, which makes it difficult to choose the best. It turned out that the chances of winning depend not only on the ratio of its true merits, but also on the number of participants. The more participants, the harder is to select the winner. As competitors become more and more similar, the criteria used to evaluate them become less and less discriminatory. These and other problems of evaluating candidates for contests make us think about the procedure of contests held and the way of assessment of candidates.

Based on the study, W. Thorngate made a number of valuable suggestions for practice, allowing to improve the process of conducting competitions in general. Applicants who compete should do the following: pay close attention to the number of participants; consider the initial costs; do not blame yourself for losing; not to congratulate yourself on the victory; look for new and small contests, not old or big ones, because a small chance for a small reward is better than a small chance for a large reward.

And those who hold various contests or competitions (including organisations) need to do the following: to declare the selection criteria in a specific time frame; to announce the number of applicants; if it is difficult to distinguish the finalists, it is better to choose one at random and announce it to everyone; do not use the track record; not to allow the winners of one year to compete for several more years, it is better to distribute the gain in time.

Summarizing the presentation, W. Thorngate once again noted that organisations often hold contests or competitions to decide who should get a job, promotion or other desirable, but limited resources. Most of these decisions rely on the imperfect or erroneous indicators of a participant's merit, including a resume, job evaluation, interviews, and letters of recommendation. But with the help of computer modeling, laboratory research and case analysis, the alarming frequency of making wrong decisions based on these indicators was revealed. Wrong decisions can lead to some organisational pathologies resulting from wrong decisions. The work of a psychologist is, among other things, to study ways of minimizing wrong decisions by changing the rules for allocating resources. All these conclusions will be useful for organizing contests and competitions in companies. A business psychologist here can also act as a competent expert.

Dr. ***Javad Hatami***, Professor, Institute of Cognitive Research of Tehran University, Director of PhD program 'Social cognition' made the report on related issues — "*How Cognitive-Social Psychology Helps Reduce Energy Costs*". As a cognitive psychologist, J. Hatami is interested in the research of basic cognitive processes underlying human behavior. He is interested in the problems of social cognition, which is viewed as a study of how people choose, interpret and use information to make judgments about themselves and the social world.

The report showed that the application of social cognition research in practice can help us understand the daily behavior of a person and provides tools for changing behavior in preferred directions. For example, behavioral and social research results can help policymakers implement more effective and efficient policies. The author asks the question: How can a cognitive psychologist be useful to education, health care, search for financial solutions, energy and the environment?

J. Hatami told about the study, which was conducted to get answers to this question at the Institute of Cognitive Studies at Tehran University. An example of a current situation for Tehran was considered. Since this country has a hot summer, people are faced with an increase in consumer demand for electricity, especially at the peak of the summer heat. This increase in electricity consumption, and especially peak demand, imposes high costs on the Ministry of Energy of Iran. In this regard, psychologists have prepared a project of behavioral intervention to reduce electricity consumption during peak periods. The work of psychologists was based on the method of intervention to the behavior in order to push a person to reduce electricity consumption, which included two strategies.

The first strategy was related to the use of social media and social networks. The second was aimed at focusing altruistic motivation and the desire to create a positive and consistent self-image.

In a pilot study, they asked some Iranian active Instagram users to post messages on their pages. They used several variants of calls, for example, I forgot to turn off my electronic devices; turn off my electronic devices; by turning off your devices, you save electricity. Then they asked users to fill out a questionnaire and tell which message they find most attractive. It was the message: I forgot to turn off my electronic devices. J. Hatami concludes how to use the so-called pushing ethics in cooperation with customers. He shows that this method works better when a person is not forced, but is given the opportunity to freely express his opinion. Such studies are very important for building communications in business, when employees are not limited in their desire to give information about their actions to managers.

The report *"Mediation in Collective Bargaining as an Example of Conflict Management in a Business — Polish Case"* was presented by Dr. ***Leszek Cichobłaziński***, Czestochowa University of Technology, Poland and Dr. ***Sidney Soares Filho***, Professor of the School of Law Universidade de Fortaleza (UNIFOR) and Tribunal de Justiça do Ceará (Brazil). Based on a specific case of conflict management in the Polish business, the report was considered how to evaluate the processes of conflict resolution and mediation. They proceeded from the fact that conflict resolution and mediation processes are recognized as effective strategies in communications. In practice, intervention strategies should be defined taking into account the type of conflict (for example, a task, relationship or process) and the factors of its joint occurrence (for example, organisational level, cultural context, types of conflict). Conflict is viewed as an active disagreement between people with opposite opinions or principles or a struggle between two or more groups of people or countries.

Using fascinating examples and exercises, the authors showed that the role of the state in resolving conflicts in business is limited to the creation of proper legal norms. At the same time, the state also does not cover the costs of mediation. However, this system allows to resolve conflicts between trade unions and employers in a civilized manner. They showed that situations are possible when trade unions consider mediation only as an element of a whole collective dispute, and at the end of mediation they can declare a legal strike. However, in practice, trade unions often change their attitude, and mediation becomes a way to reach an agreement without using force.

The use of mediation in resolving conflicts in business allowed is to identify the negative aspects of economic policy. This is the case with collective disputes in a hospital. One of the causes of the conflict was a situation requiring a wage increase in the health care system. Parliament did not indicate the source of additional funds for wages, therefore the government did not implement it. Because of this, a number of conflicts have arisen in various healthcare institutions. Employers are not guilty of failing to pay the statutory amounts. This is an example of how a state (legislative power) can generate conflicts of industrial relations. Based on the study, the authors conclude that, in general, the law on collective dispute resolution in Poland is a good tool for managing relations of production. This allows to maintain control over the conflict in the organisation and in many cases to find a solution to the conflict, which is beneficial to both parties.

The report *"Fashion and Reality in Management Consulting-the Eternal Search for a Panacea"* was presented by ***Mikhail Ivanov***, PhD, Certified Management Consultant, Senior Researcher of the faculty of psychology of Moscow State University, member of the vice presedent of the National Institute of CMC (Moscow). M. Ivanov shared his many years of experience as a management consultant and highlighted a number of important aspects characterizing the current state and development prospects of this area. First of all, he identified the most popular (fashionable) topics that management consultants are working on, such as: business process optimization; strategic planning; changing of organisational culture; leadership and team building; business modeling;

automation and digitalization; Holacracy and Agile; real difficulties of modern business: rapid and unpredictable changes, rapid obsolescence of technologies, a sharp increase in the competence requirements of employees, a shortage of unique specialists in the market, a change of generations, a drop in the profit rate in Russia and increased risks, the unwillingness of management to take on these risks, universality and uniqueness, big business and small business — innovation.

Based on the experience of the consultant's interaction with companies in various regions of Russia, M. Ivanov singled out a number of the most common problems in business that can be classified as psychological. Many problems relate to the psychological state of managers of organisations in the context of growing instability, for example, an increase in the level of anxiety, fear that something might not work out. Therefore, as a defensive reaction, a belief in miracles appears — the search for simple, universal solutions. And also there are expectations that the usual actions will lead to the usual consequences (everyone does what he used to do, and he is surprised that this does not lead to the expected result). Serious problems are related to the fact that businessmen are experiencing a crisis of self-realization, self-determination, which affects the understanding of who they are in business and society.

The logical conclusion of the report by M. Ivanov was the creation of the main characteristics of Russian management consulting. First of all, this is the position of the profession of a consultant among other professions, interaction with the customer. In this aspect, the profession of a consultant is assessed as a marginal and dependent profession. As a result, there are no criteria for evaluating and selecting a management consultant, but there is a chase for fashionable products. Consultants come to the market with what they can sell under the fashionable name. Therefore, the showiness becomes more important than efficiency. All this requires people with a wider outlook, the ability for a larger number of associations. In conclusion, the paradox of fashion in management consulting was presented. On the one hand, it stimulates actions that will have superficial, momentary consequences. But, on the other hand, it also creates a request for fast learner, growth of professionalism and marketing activity of the consultant. That's why it is important to pay attention to this issue and learn to analyze fashion trends as an element of their professional image.

The report by ***Sergey Eliseev***, President of the National Institute of certified management consultants *"Management and Consulting of the Common Sense"* has also been devoted to the problems of management consulting. S. Eliseev showed that in modern conditions management consulting is in crisis, as well as many areas of business. He identified two conditions for the emergence of a crisis in management consulting: a) adverse conditions affecting the entire system; b) protective mechanisms of the managing worldview, which is unable to correctly reflect the causal effect.

The enhancement of these conditions is promoted by informational noise, the gap between real and virtual reality (the world under discussion and real world), the shift of requests for narrow solutions, fine-tuning, etc. Common sense in management turns out to be between bureaucracy and voluntarism, and is increasingly becoming a category for books about business, but not for reality. The report presented a typology of consulting assistance and a typology of interaction, which allow partly to come back to the common sense in management.

In the report *"Feedback as an Instrument for the Development of Personality and Business"* which was presented by Professor ***Lyudmila Dementiy***, Doctor of Psychology, Dean of the Psychology Faculty of Dostoevskiy Omsk State University (Omsk), the questions of setting up feedback were considered. The report was based on the analysis of a wide experience of L. Dementiy as a management consultant in the business of building and evaluating feedback. In this work, the consultant answers such significant questions: How to make feedback to be a real tool for the development of employees? How to make the feedback to become a real impulse to change and self-development?

The report showed that in modern organisations feedback is of great importance, so it is widely used at different levels of management. The most significant effects of feedback for a

business organisation are: free consulting company; breeding grounds, fertile soil for the growth of the company; indicator of success and professional business consistency; the basis for building constructive interpersonal relationships; personal development resource; the basis for building a first-class service; management tool. L. Dementiy showed that the feedback mechanism was applied at all levels of business psychological analysis: personality, team, business. Accordingly, feedback analysis was conducted in three areas: as a management tool, as a tool for team development and as a tool for personal development.

Considering feedback as a management tool, L. Dementia identified the following actions: express recognition of the employee and maintain high motivation; adjust expectations; improve performance; clarify the goals and objectives of the work; understand the causes of negative behavior; develop mutual understanding and trust; form cohesion and a team approach. Feedback is a tool for personal development, according to L. Dementiy, as it allows you to learn about the strengths of the individual. In addition, this tool allows you to: understand how a person is effective in these conditions and time; see yourself from the outside, plan development and track the progress. The report shows the main conditions for effective feedback. Feedback should: inspire for developmental reflection; be accepted.

There is a negative attitude to the feedback system and its adoption by management and employees in many organisations. Thus, an important conclusion in the report L. Dementiy was a generalization of feedback effectiveness factors. Among the main reasons for unwillingness to accept feedback in the organisation were identified: the person does not understand (does not remember) what is at stake; explicit evaluation of the content of the feedback; the presence of conflicting information in the message; the expressed opinion does not coincide with the self-perception of the person; a person has a fear of receiving negative information; individual characteristics of the person's emotionality, giving and receiving feedback; aggressive way of giving information; negative attitudes towards a colleague who gives feedback; the presence of other people in a situation, publicity; comparison with other (other) people.

At the same time, effective feedback factors are highlighted such as: reporting on human resources; compliance with the needs, expectations; goodwill, trust; novelty of information; competence and credibility of giving feedback; structure; significance of information; relevance; the presence of motivation to change; willingness to accept feedback; accounting for the condition of the person who is given feedback; focus of information on the zone of proximal development.

Session reports

Session reports reflected all the main areas of scientific research in modern business psychology: business psychology methodology, characteristics of personality and activity of a businessman, organisation as a business tool, problems of market and culture as factors of business development. The first section was devoted to the psychological characteristics of the individual in business (co-chair: Associate Professor ***Natalia Antonova***). In the second section, the business psychological aspects of the external and internal environment of the organisation were discussed (co-chair: Professor ***Wladimir Stroh***). A new element of the conference program was a specially organized students session (co-chair: Professor ***Takhir Bazarov***, postgraduate student of the HSE ***Ruslan Kutuyev***). In this section, HSE students presented the results of the research and shared their views on existing trends in personnel management. It was a very interesting experience for both the students and all the conference participants. Students also appreciated this experience of participating in the conference: "For the first time I presented the results of my work outside the classroom. Listening to the reports of other participants, I learned a lot of new things, it was also interesting to listen to the questions asked by the experts. I was inspired by this format of practically free exchange of ideas and thoughts. I would like to attend such an event more than once, hope that

this tradition will continue in HSE", shared Valentina Filyaeva (a student at the HSE, educational program "Psychology").

Workshops

Workshops by leading practitioners in all substantive areas of business psychology were traditionally represented in the practical part of the conference: working with the personality, organisation, and market. First workshop *"Emotional Competence as a Method of Raising Awareness of the Business Psychologist"* was held ***Anna Lebedeva*** ICF (PCC ICF), General Director Of the international coaching Academy, Executive coach, team coach, founder and first President of ICF Russia (Moscow). A. Lebedeva presented the specifics of the Erickson approach to coaching as a process of professional partnership aimed at creative development, self-realization of the personality in all spheres of human life. According to the definition of coaching developed by the International Coaching Federation (ICF), coaching is a partnership process that stimulates the work of thought and creativity of the client, in which he with his coach maximize personal and professional potential.

It was shown how coaching is applied, which coaching competency model underlies its preparation, what effective and professional coaching means, and why coaching is important for business organisations. Participants were given the opportunity to visually see how a professional coach was working, which technologies he was using. The culmination of the workshop was a demonstration of the work of a coach with a client about the problem of professional development, which was masterfully conducted by A. Lebedeva. As a first-class coach, with many years of experience in various organisations and various people, she vividly showed how a correctly asked question can stimulate mental activity in analyzing one's own situation. She also demonstrated a subtle mastery of the technique of establishing psychological contact communicating with a client, the ability to create a favorable atmosphere so that a person would open up and be ready to continue to develop.

Workshop *"Psychological Mechanisms and Channels of Advertising Influence (short and effective training for business)"* was conducted by ***Olga Deyneka***, Doctor of Psychology, Professor, Head of the Department of political psychology of St. Petersburg state University (St. Petersburg). In a short, structured form (based on a general psychological basis and a systematic approach) the following problems of the advertising influences were touched upon: psychological subtleties of advertising effects; psychological aspects of market positioning (form and content); methods and technologies of the impact of advertising on people's minds, methods of manipulation in advertising messages; factors of advertising effectiveness; classical schools of psychology in advertising and PR; communicative features of advertising, etc. In addition, features of advertising as a socio-political and cultural phenomenon were demonstrated.

The participants had got a wonderful experience of using psychological models developed by domestic scientists in business psychological practice. It was interesting to see how the model of the functional structure of the psyche by V. Ganzen, a representative of the Leningrad school of psychology, works in the analysis of advertising products. This model is based on an understanding of the core function of the psyche associated with the survival of organisms by increasing the efficiency of their interaction with the outside world. The survival function is provided by three components: stimulation of activity, mental reflection and the provision of communication with their own kind (communication, including communicative, perceptual interactive components). According to him, there are three vectors of analysis: mental reflection, activity and communication. O. Deineka showed that this model is an excellent resource for the work of a business psychologist in the development and analysis of advertising products. The participants of the workshop have all seen it. As a "homework", an almost rhetorical question was posed: Is it possible to combine commercial effectiveness and the humanistic orientation of advertising influences?

Talina M. Vengrzhnovskaya, PhD, Founder and Director of the Institute of Creative Thinking, business psychologist, PCC ICF (Moscow) made the workshop "Integral Development of the Human Capital of the Leader and Team in VUCA World". She showed that the modern world, which is characterized by a high degree of uncertainty, required new approaches to leadership in organisations. Therefore, the leader should have the ability for flexibility, adaptability, ability to think creatively, to be ready to introduce innovative practices. Based on ICT research, the most important leadership skills and effective tools that contribute to the development of the leader's personality, his ability to interact with the team, business partners, employees, were presented.

Participants were shown some original methods for unlocking the potential of leaders and teams based on creative thinking, developed in ICT, which are based on a combination of data from psychology, coaching, art therapy, the theory of quantum physics, the laws of visual perception, the theory and practice of art, and business modeling. Particular attention was paid to art coaching as a method of developing the creative potential of a person or team, as well as the subtleties of conducting a group coaching session.

Vitaly Tretyakov, Doctor of Psychology, Professor of the Department of Ergonomics and Engineering Psychology, Faculty of Psychology, St. Petersburg state University, IAEA expert, (St. Petersburg) and ***Alexandr Zakharov***, PhD, Lead Trainer «Aircompany «Russia», academician EAAP made the workshop *"Business Games in the Aviation Business"*. V. Tretyakov and A. Zakharov has been working in game development for preparing personnel for companies with high security requirements for many years. According to their approach, the effectiveness of staff training in this area is determined not only by techniques and methods, but also by working with hidden psychological factors determining the behavior and interaction of pilots. So, a variety of psychological games are included in the learning process.

The workshop gave the participants opportunity to join the game, which is used for the training of professional pilots, taking into account national experience and international standards. These are the so-called generating games, which are actively developing by V. Tretyakov (Tretyakov, 2016). The game is based on the inclusion of participants in a situation that generates an understanding of what is happening through the actualization of knowledge and reinforces the "safe behavior" of flight personnel. It is interesting to note that the use of such games allows achieving the level of training of aviation personnel, which is recommended by the international aviation community to ensure the necessary level of flight safety. The participants felt in the game situation and got acquainted with the principles of developing various business games.

The workshop *"In-depth Interview — Method of Analysis and Correction of the Entrepreneur's Plan"* was held by ***Peter Vlasov***, PhD, consultant, trainer, head of research and publishing projects at the Institute of Applied Psychology "Humanitarian Center". Member of IAAP, EAWOP (Kharkov, St. Petersburg). Participants became acquainted with the method of in-depth interviews as a method of analyzing and correcting the entrepreneur's intention. This method is mainly used in personal counseling, but P. Vlasov, following V. Znakov, who offered it to understand the truth, used this method to analyze the idea of the initiator of the organisation.

The process of forming the idea is the following: a) the emergence of emotions and experiences; b) the formulation of some explanatory discourse; c) awareness of its causes through internal dialogue; d) formalization of the idea in the form of individual (non-socialized), emotional values and concepts; d) the formation of ideas about how this idea unfolds in the resource model, social context and activities. P. Vlasov considers the value pattern of the "person-initiator" as the system-forming factor for the mental system of the organisation's plan. The vision of the organisation depends on the subjective readiness and objective conditions that together form an opportunity. Interpenetrating into each other, these components form the morphology of the design — the elements plus the structure of the connections

between them. The initiator's readiness is based on self-worth, i.e. its quality actually depends on the level of personal growth, which mediates the level of awareness of its own system of preferences (needs). In order to create an organisation, the specific values of the initiator must be compatible with the fact that for this (the creation of the organisation) it is really necessary to respect the objective requirements of the environment. The workshop convincingly showed that the structure of the plan of the initiators is fragmentary, not structured, not verbalized, and needs supervision and correction. The participants were shown the possibilities of the in-depth interview method for analyzing the design initiator's idea.

The workshop *"The Semantics of the Influence of the Interior: the Practice of the Influence on Consumer Behavior"* was conducted by ***Anna Kiseleva***, PhD, Deputy Director of the "Humanitarian Center" (Kharkov, Ukraine). The participants saw how the analysis of the semantics of the interior can be used to design its influence on consumers. As a psycholinguist A. Kiseleva, is using the technique of semantic analysis, studding the semantic meaning of units of language. At the workshop she presented her understanding of the semantics of the influencing interior based on previous research.

The experience of semantic analysis of the interior is important for business psychologists who conduct research and practical work with clients, for example, in organizing training space, consulting, coaching sessions, as well as working with the needs and emotional state of consumers. The interior as a creating environment is an organized system of things, structures perception, informs a person of his role, encourages certain actions, sets an emotional state (who is he in this space, what does he feel he will do). The interior influences by the structure of space, the location and classification of objects, their variety, richness and content.

In a series of empirical studies of the affecting interior, A. A. Kiseleva found out that consumers prefer interiors with such semantic characteristics. Constructive – allows you to "design space", to be in the role of an active creator. Transformable — allows you to transform the space "for specific goals", organize the space for "for yourself", allow you to feel like the "master" of the situation. Volumetric, nonlinear — contains several territories and semantic zones. Unregulated — does not set the routes rigidly, leaves freedom to "lay" routes. Generating — generates a lot of associations, stimulates the imagination, enterprise, contains intrigue at the expense of "secluded / mysterious" places, creates the ability to invent, fantasize, "mentally transferred to other realities". The participants were shown an analysis of the attitude to the interior using projective and psycholinguistic methods, which allow them to uncover unconscious, intuitive, emotional reactions.

Trends and perspectives of business psychology

The scientific program of the conference showed the breadth and the depth of modern research in the subject field of business psychology as a direction of applied psychology. The reports and workshops presented the entire subject area of business psychological activities in the organisation: personal factors of creating a business; psychological factors and patterns of success in business; psychological aspects of decision making; problems of self-determination of the person; factors of individual development; problems of diagnosing an organisation as a business tool; organisation of teamwork; personnel training methods; analysis of consumer behavior; psychology of intercultural interaction, etc. The results of the conference allow us to say that today the business psychology is the branch in psychology that unites specialists at various levels in the interdisciplinary level, united by a common goal — to make business more efficient and more "humane", contributing to the subjective well-being of people personal and professional development.

Let's concentrate on the *trends in the development of the business psychology* in Russia, which appeared during the conference. First of all, it is important to note that the presentations and their discussion showed the breadth and the depth of research devoted to the subject field of business

psychology as a direction of applied psychology. Despite the fact that this direction arose in response to the demands of practice and began its development from the search for new tools and technologies in working with individuals and organisations, there is now a tendency to search for theoretical approaches that can be the basis of business psychological practice.

There has been a tendency to search for a deeper psychological validation of business psychological tools, an appeal to the fundamental directions of psychology. There is also a focus on the search for integrated approaches that can be the basis for the development of business psychological practice.

A more clear understanding of the structure of business psychology from the perspective of personal, organisational, social, cultural factors of business management was indicated. The strengths of business psychologists in the context of their ability to systematically solve problems and rely on an interdisciplinary approach were identified. The main center for the training of business psychologists in our country is the program "Psychology in Business" at HSE. But interest in business psychology also appears in other universities, where relevant courses and programs are being introduced (MSUIR, REU, and others).

There is a growing interest in business psychological issues from business organisations. In organisations knowledge of the practical significance of a model of business psychology that develops at HSE is emerging. An increasing role in the activities of business psychologists is assigned to research, analysis and data reporting.

The demand for the personal and professional level of the business psychologist is consistently growing. This specialist works on the development of the head, staff, organisation. He must have a high level of professionalism, breadth of outlook, a humane attitude towards man and the world. Therefore, a business psychologist should be focused on continuous growth and development. To solve the tasks before him, he needs to master not only the classical tools and techniques of a practical psychologist, but also to use new innovative methods. In this sense, there is a tendency towards the development of a business psychology in the direction of searching for tools that contribute to the development of personality and organisation.

Among the prospects for the development of business psychology are the following: the expansion of geography and subject areas of research and practical activities of business psychologists; implementation of business psychology in a wide range of areas of human activity; the impact of business psychology on the development of new approaches in management and organisational consulting. In conclusion we wish to emphasize once again that the formation of the business psychology in our country and the world requires the combined efforts of psychologists from various schools, as well as cooperation with businessmen and practicing psychologists. We hope that in the future business psychology and psychologists working in this direction will find their place, both in the scientific community and in practical activities.

Results

The general results of the conference allow us to say that today Business Psychology is an area of applied science that brings together specialists from various disciplines, striving for a common goal — to make business more efficient and at the same time more "humane" improving the subjective well-being of all subjects included in it, their personal and professional development. As participants noted, "Business psychology is a brand, it benefits practitioners and society and will be in demand more and more in the future."

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ORGANIZATIONAL PSYCHOLOGY

Organizational-psychological aspects of social and economic psychology problems: results and prospects of research

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Abstract. On December 7, 2018, the All-Russian Jubilee Scientific Conference "Problems of Social and Economic Psychology: Results and Perspectives of Research" was held at the Institute of Psychology of the Russian Academy of Sciences.

Keywords: conference; Institute of psychology; social psychology; economic psychology; A. L. Zhuravlev.

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ORGANIZATIONAL PSYCHOLOGY

From science to practice: following the results of the II International Scientific and Practical Conference "Working emotional intelligence in business and education"

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Abstract. The article presents the main conclusions of the Second Annual International Scientific and Practical Conference "Working Emotional Intelligence in Business and Education", which took place on December 7 and 8, 2018 in Moscow, Russia. For the second year, the conference serves as an innovative platform for discussing the subject of emotional intelligence, bringing together scientists, researchers and practitioners whose professional activity reveals the need to integrate various aspects of emotional intelligence into business and education. The reports presented at the sections and their further discussions demonstrated the importance of the topic of emotional intelligence in modern society and outlined a range of problematic issues: in research and development, in professional activities in business, finance, high technology, and culture, art and creativity efficiency and self-development. During the conference, tools for diagnosing emotional intelligence, various methods and strategies for its development, ways of creating an emotional-intellectual culture and introducing its principles in organizations were presented.

Keywords: conference, emotional intelligence, business psychology, education, traditions and trends in the development of emotional intelligence, emotional and intellectual culture of the organization.

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ORGANIZATIONAL PSYCHOLOGY

20 most cited and 20 most recent articles on Emotional Intelligence in Management and Education

Abstract. Information about the 20 most cited and 20 most recent articles on emotional intelligence in Management and education has been collected from the Web of Science database. All publications have been found in the interdisciplinary fields of psychology. The search was performed on the query "emotional intelligence" and "management" in the themes of English-speaking publications within the following areas: management, education, individual development. All data act trivial at the time March 31, 2019.

Keywords: emotional intelligence; bibliometrics; citation.

20 most cited articles about emotional intelligence

No.	The title and the output	Number of citations
1.	Wong, C. S., Law, K. S. (2002). The effects of leader and follower emotional intelligence on performance and attitude: An exploratory study. *The leadership quarterly, 13*(3), 243–274.	791
2.	George, J. M. (2000). Emotions and leadership: The role of emotional intelligence. *Human relations, 53*(8), 1027–1055.	597
3.	Law, K. S., Wong, C. S., Song, L. J. (2004). The construct and criterion validity of emotional intelligence and its potential utility for management studies. *Journal of applied Psychology, 89*(3), 483–496.	419
4.	Lopes, P. N., Brackett, M. A., Nezlek, J. B., Schütz, A., Sellin, I., Salovey, P. (2004). Emotional intelligence and social interaction. *Personality and social psychology bulletin, 30*(8), 1018–1034.	314
5.	Ashkanasy, N. M., Härtel, C. E., Daus, C. S. (2002). Diversity and emotion: The new frontiers in organizational behavior research. *Journal of management, 28*(3), 307–338.	211
6.	Fineman, S. (2006). On being positive: Concerns and counterpoints. *Academy of management review, 31*(2), 270–291.	210
7.	Ashkanasy, N. M., & Daus, C. S. (2002). Emotion in the workplace: The new challenge for managers. *Academy of Management Perspectives, 16*(1), 76–86.	202
8.	Ciarrochi, J., Chan, A. Y., Bajgar, J. (2001). Measuring emotional intelligence in adolescents. *Personality and individual differences, 31*(7), 1105–1119.	189
9.	Boyatzis, R. E., Stubbs, E. C., Taylor, S. N. (2002). Learning cognitive and emotional intelligence competencies through graduate management education. *Academy of Management Learning & Education, 1*(2), 150–162.	186
10.	Jordan, P. J., Troth, A. C. (2004). Managing emotions during team problem solving: Emotional intelligence and conflict resolution. *Human performance, 17*(2), 195–218.	171
11.	Slaski, M., Cartwright, S. (2002). Health, performance and emotional intelligence: An exploratory study of retail managers. *Stress and Health: Journal of the International Society for the Investigation of Stress, 18*(2), 63–68.	168

No.	The title and the output	Number of citations
12.	Nelis, D., Quoidbach, J., Mikolajczak, M., Hansenne, M. (2009). Increasing emotional intelligence: (How) is it possible? *Personality and individual differences, 47*(1), 36–41.	163
13.	Wolff, S. B., Pescosolido, A. T., Druskat, V. U. (2002). Emotional intelligence as the basis of leadership emergence in self–managing teams. *The Leadership Quarterly, 13*(5), 505–522.	163
14.	MacCann, C., Roberts, R. D. (2008). New paradigms for assessing emotional intelligence: theory and data. *Emotion, 8*(4), 540–551.	134
15.	Druskat, V. U., Wolff, S. B. (2001). Building the emotional intelligence of groups. Harvard business review, 79(3), 80–91.	133
16.	Schulte, M. J., Ree, M. J., Carretta, T. R. (2004). Emotional intelligence: Not much more than g and personality. *Personality and individual differences, 37*(5), 1059–1068.	107
17.	Kafetsios, K., Zampetakis, L. A. (2008). Emotional intelligence and job satisfaction: Testing the mediatory role of positive and negative affect at work. *Personality and individual differences, 44*(3), 712–722.	96
18.	MacCann, C., Fogarty, G. J., Zeidner, M., Roberts, R. D. (2011). Coping mediates the relationship between emotional intelligence (EI) and academic achievement. *Contemporary Educational Psychology, 36*(1), 60–70.	95
19.	Yip, J. A., Martin, R. A. (2006). Sense of humor, emotional intelligence, and social competence. *Journal of Research in Personality, 40*(6), 1202–1208.	95
20.	Boyatzis, R. E. (2009). Competencies as a behavioral approach to emotional intelligence. *Journal of Management Development, 28*(9), 749–770.	93

20 most recent articles about emotional intelligence

No.	The title and the output	Number of citations
1.	Bucich, M., MacCann, C. (2019). Emotional Intelligence and Day-To-Day Emotion Regulation Processes: Examining Motives for Social Sharing. *Personality and Individual Differences, 137*, 22–26.	1
2.	Adigüzel, Z., Kuloğlu, E. (2019). Examination of the Effects of Emotional Intelligence and Authentic Leadership on the Employees in the Organizations. *International Journal of Organizational Leadership, 8*(1), 13–30.	0
3.	Black, J., Kim, K., Rhee, S., Wang, K., Sakchutchawan, S. (2018). Self-efficacy and emotional intelligence: Influencing team cohesion to enhance team performance. *Team Performance Management: An International Journal, 25*(1/2), 100–119.	0
4.	Di Fabio, A., Saklofske, D. H. (2019). Positive relational management for sustainable development: Beyond personality traits — The contribution of emotional intelligence. *Sustainability, 11*(2), 330.	0
5.	Gilar-Corbi, R., Pozo-Rico, T., Luis Castejon-Costa, J. (2019). Improving emotional intelligence in higher education students: testing program effectiveness in tree countries. *Education XX1, 22*(1), 161–187.	0
6.	Jamshed, S., & Majeed, N. (2019). Relationship between team culture and team performance through lens of knowledge sharing and team emotional intelligence. J*ournal of Knowledge Management, 23*(1), 90–109.	0
7.	Owusu-Manu, D., Edwards, D. J., Kukah, A. S., Pärn, E. A., El-Gohary, H., Aigbavboa, C. (2019). An assessment of the level of emotional intelligence attributes of undergraduate built environment students in developing countries. *Industry and Higher Education, 33*(2), 108–115.	0
8.	Priyadarshi, P., Premchandran, R. (2019). Millennials and political savvy — the mediating role of political skill linking core self-evaluation, emotional intelligence and knowledge sharing behaviour. *VINE Journal of Information and Knowledge Management Systems, 49*(1), 95–114.	0
9.	Rezvani, A., Barrett, R., & Khosravi, P. (2019). Investigating the relationships among team emotional intelligence, trust, conflict and team performance. *Team Performance Management: An International Journal, 25*(1/2), 120–137.	0

No.	The title and the output	Number of citations
10.	Robinson, A. C., Downey, L. A., Ford, T. C., Lomas, J. E., Stough, C. (2019). Green teens: Investigating the role of emotional intelligence in adolescent environmentalism. *Personality and Individual Differences, 138*, 225–230.	0
11.	Upadhyay, P., Paul, M. (2019). The linkage between knowledge management practices and Organization Based Projects for better learning outcome: A Conceptual Framework. *International Journal of Educational Management, 33*(1), 166–178.	0
12.	Miao, C., Humphrey, R. H., Qian, S. (2018). A cross-cultural meta-analysis of how leader emotional intelligence influences subordinate task performance and organizational citizenship behavior. *Journal of World Business, 53*(4), 463–474.	0
13.	Rezvani, A., Khosravi, P., Ashkanasy, N. M. (2018). Examining the interdependencies among emotional intelligence, trust, and performance in infrastructure projects: A multilevel study. *International Journal of Project Management, 36*(8), 1034–1046.	0
14.	Beitler, L. A., Scherer, S., Zapf, D. (2018). Interpersonal conflict at work: Age and emotional competence differences in conflict management. *Organizational Psychology Review, 8*(4), 195–227.	1
15.	Cole, M. L., Cox, J. D., Stavros, J. M. (2018). SOAR as a mediator of the relationship between emotional intelligence and collaboration among professionals working in teams: implications for entrepreneurial teams. *SAGE Open, 8*(2).	0
16.	Dhani, P., Sharma, T. (2018). Emotional Intelligence and Personality Traits as Predictors of Job Performance of IT Employees. *International Journal of Human Capital and Information Technology Professionals (IJHCITP), 9*(3), 70–83.	0
17.	Dust, S. B., Rode, J. C., Arthaud-Day, M. L., Howes, S. S., Ramaswami, A. (2018). Managing the self-esteem, employment gaps, and employment quality process: The role of facilitation-and understanding-based emotional intelligence. *Journal of Organizational Behavior, 39*(5), 680–693.	0
18.	Pekaar, K. A., Bakker, A. B., van der Linden, D., Born, M. P., Sirén, H. J. (2018). Managing own and others' emotions: A weekly diary study on the enactment of emotional intelligence. *Journal of Vocational Behavior, 109*, 137–151.	0
19.	Stough, C., Foster, B., Lomas, J. E., Downey, L. A. (2018). Does Emotional Intelligence Mediate the Relationship Between Mindfulness and Anxiety and Depression in Adolescents?. *Frontiers in psychology, 9*, 2463.	0
20.	Vashisht, R., Singh, K., Sharma, S. (2018). Emotional Intelligence and its Relationship with Conflict Management and Occupational Stress: A Meta-Analysis. *Pacific Business Review International, 11*(4), 30–38.	0