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ORGANIZATIONAL PSYCHOLOGY

Editorial

We present our journal's new edition Issue #3, 2020.

In the section **Research in organizational psychology** presented the study *"Organizational Humanity Index: rationale, measurement, and use"* by Alexander Bulgakov, which provides empirical evidence that to solve the human problems of the organization is not enough just the idea of tolerance. The results of another study are presented in the article *"Psychological emotional burnout markers in psychiatrists-narcologists with different work experience"* by Natalia Smirnova and Andrey Soloviev, the authors come to the conclusion that psychological markers allow us to determine the main areas of professional ill-being.

The **Organizational psychology in practice** section contains three expert articles. Mikhail Ivanov's article *"Subject and object as social roles in managerial and consultative interaction"*, which shows that in closed (like system) organizations, both subject-object and object-object interactions are possible and effective, and subject-subject interaction involves a sufficiently long time to agree on management decisions and the boundaries of authority and responsibility. The article by Oxana Isaeva and Svetlana Savinova *"Assessment of future managers' soft skills through psycho-diagnostic and graphology methods"* is devoted to checking the diagnostic capabilities and limitations of graphological examination in the practice of hiring personnel. The methodological advantages of thematic analysis are revealed in the article by Dmitry Khoroshilov and Olga Melnikova *"Thematic analysis method in the study of ideas about women's leadership"*.

The **Reviews** section presents the article *"Creative Activity of the Employees in Organizations: the Overview of Modern Research"*, in which its authors Mehriban Abdullaeva and Oksana Korneva highlight three main approaches to studying creativity in the workplace: subject-oriented, contextual and subject-context.

Under the heading **First Steps** you will find four articles. Ekaterina Vasilyeva in the article *"Psychological difficulties of Russian-Chinese intercultural communication: qualitative study of Russian entrepreneurs and employees"* identifies four main categories of difficulties: building relationships; emotional difficulties; verbal difficulties; attitude to work. The topic of charity in business is raised in their article *"Individual values of entrepreneurs as predictors of their planned charitable behavior"* by Alexander Titov and Zarina Lepshokova. An article by Milada Pavlova and Sofya Nartova-Bochaver *"Routine self-help behaviors of employees (in case of Architect offices)"* is devoted to the introduction and substantiation of the concept of "routine self-help techniques" in relation to the organizational environment. An experimental study of the possibility of anticipating random and regular events in the future by people with different personality types is presented in the article *"Features of decision making and leadership in the uncertainty conditions"* by Ekaterina Vashurina and Takhir Bazarov.

There are three articles under the heading **Organizational psychology in dialogues and discussions**. Irina Vasilieva talks about a specific socio-psychological survey carried out in the 1980s on the construction of a large energy facility in order to improve the quality of labor by psychological methods in her article *"Formal vs. Informal: Management consulting in 'stagnant' economy. Case study"*. Paradoxes of psychologists' professional identity are examined with an article of the same name by a team of authors consisting of Julia Alexandrova, Elena Kamneva, Marina Polevaya, Nikolai Pryazhnikov, Elena Pryazhnikova. The question of the need to introduce a new scientific direction and a new profession is raised by German Nikiforov and Olga Gofman in the article *"Professional tasks of a health psychologist"*.

Please, enjoy the reading!



ORGANIZATIONAL PSYCHOLOGY

Organizational Humanity Index: rationale, measurement, and use

Alexander BULGAKOV

Russian State University for the Humanities, Moscow, Russia

Moscow University of the Ministry of Internal Affairs of Russia named after V. Ya. Kikot', Moscow, Russia

Abstract. *Purpose* The purpose of the study is to substantiate the possibility of using the humanity index in an organization on the basis of theoretical analysis, conducting an empirical study, present the first empirical results, and outline further areas of use. *Method.* A comparative qualitative theoretical analysis of the concepts of humanity, the concept of Allophilia, the psychology of intergroup adaptation in organization, human development indices (HDR), organizational health (OHI), humanity at work (HI). Conducting psychometric procedures to determine the reliability and validity of the questionnaire "Index of humanity in the organization", a comparative analysis of the data of American, Italian, Spanish scientists on the adaptation of the "A scale (Allophilia)". The sample consisted of 297 people: 165 males and 132 females, aged 20 to 30, six organizations, including law enforcement officers, builders, managers, teachers, students. *Results.* The concept of "humanity in an organization" is substantiated, the expediency of using a network two factorial (ambivalent) model in the space of components of intergroup relations "others-boss-colleague" for its measurement. Revealed reliability-consistency of all scales at a level of more than 0.8 for Cronbach's α . A sufficiently high constructive validity of the questionnaire was determined: by factor analysis for all measurements, four factors were extracted with a load on factor 1 — 68.7%, with indicators with $r = .432$, $\alpha = .935$ in each variant of the question. The factor structure of the "A scale" remains unchanged in comparison with the American, Spanish, Italian context, despite the change in language and taking into account historical and socio-cultural characteristics. It was found that respondents, regardless of professional and organizational affiliation, have a similar profile image in assessing relationships. Differences were revealed (Kruskal-Wallis test for independent samples) by gender-role, with the exception of indicators "to another group (ethnic)" — subscale Comfort, Involvement; to a colleague — Sympathy, Closeness. The difference from the results of European studies on gender invariance testing was revealed, in which no gender differences were found in the "A scale". Comparison of the "A scale" among graduates of departmental and humanitarian universities showed significant differences at the level of $p \leq .001$ (F-test). It is shown that, depending on the sex-role composition, the digital indicator of the HDI grows from the male to female sample. The dynamics of the profile gives a non-linear result: in relation to the other group, the difference on all scales is not statistically different ($U = .62 \div .132$, according to the Mann — Whitney U -test for independent samples), in relation to the boss among women, there is an absolute difference ($U = .002 \div .004$). In relation to colleagues, the Sympathy and Intimacy subscales do not differ; they have differences ($U = .002 \div .004$) in the Comfort, Involvement, and Enthusiasm subscales. *The value of the results.* The significance of the results obtained for science lies in the fact that they expand the understanding of intergroup relations in organizations. This study provides empirical evidence to support that tolerance is not enough to address the human problem of an organization. The modernized and adapted "scale A" makes complex multi-level interactions in it more transparent, reduces the level of uncertainty in making managerial decisions on the development of the human potential of organizations. The developed version of the "A scale" could be a suitable tool for measuring interactions in Russian-speaking organizations both in Russia and in other countries.

Key words: allophilia, diagnostics of humanity in the organization, index of humanity in the organization, intergroup adaptation, intergroup relations, humanity in the organization.

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Psychological emotional burnout markers in psychiatrists-narcologists with different work experience

Natalia SMIRNOVA

Andrey SOLOVIEV

Northern State Medical University, Arkhangelsk, Russian Federation

Abstract. *Purpose.* The goal is to determine the individual psychiatrists-narcologists' psychological characteristics with various work experience, that can serve as markers of emotional burnout syndrome (EBS). *Method.* A sample of 52 psychiatrists-narcologists — advanced training course participant on Department of Psychiatry and Clinical Psychology, Northern State Medical University, Arkhangelsk (middle age 43.9 ± 14.2 y.o.) — compared two groups that differ in length of service: first — doctors at the professionalization stage (experience of 3.5-10 years ($N = 14$, 31.8% of the sample)), second — specialists at the professional skill stage (experience of 10 years and above ($N = 30$, 68.2%)). Respondents completed questionnaires: (1) V. V. Boyko's diagnostics communicative attitude test, (2) V. V. Boyko's diagnostics emotional burnout test, (3) A. A. McLean's organizational stress scale, (4) S. Hobfall's Strategies for overcoming stressful situations test. *Results.* The results show that the negative communicative attitude, the EBS level and the organizational stress severity in psychiatrists-narcologists do not depend on the service length. The identified high negative communicative attitude can serve as a second phase EBS marker — resistance. Another marker may be a low tolerance to organizational stress level. Groups with different professional experience differ in strategies for overcoming stressful situations. Second group — more confident (assertive) actions (Mann — Whitney U -test = 68, $p < .05$); in situations that exceed their capabilities, they tend to use an avoidance strategy ($U = 86$, $p = .073$). First group often resort to the searching for social support strategy ($U = 72$, $p < .05$). The identified psychological markers allow us to identify the main trouble areas and offer appropriate assistance in special programs and trainings.

Keywords: psychiatrists-narcologists, individual psychological characteristics, work experience, markers of emotional burnout.

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ORGANIZATIONAL PSYCHOLOGY

Subject and object as social roles in managerial and consultative interaction

Mikhail IVANOV

Lomonosov Moscow State University, Moscow, Russia

Abstract. *Purpose.* Based on the experience of management consulting, describe and analyze all possible options for managerial and advisory interaction, in which participants act as subjects and objects, in organizations of different types. *Methodology.* The subject and the object of management are considered as social roles, that is, the expectations that employees have in relation to people who occupy certain roles and positions in the organization. In addition to the traditional role-based approach, the article uses the tradition of social psychology of the individual, from the point of view of which the readiness and ability of an employee to fulfill the social role assigned to him by the group is analyzed. *Results.* In closed organizations, the subject of management sets the goals and boundaries of responsibility and authority of employees. In open-type organizations with subject-subject interaction, the boundaries are not rigid and can change depending on the situation and the tasks to be solved. The analysis shows that in closed organizations both subject-object and object-object interactions are possible and can be effective. Object-subject interaction in closed organizations, as a rule, turns out to be conflicting. Subject-subject interaction assumes a sufficiently long time to agree on management decisions and boundaries of authority and responsibility. With prolonged subject-subject interaction, synchronicity arises, and an open organization can become closed. *The value of the results obtained.* Diagnostics of the nature of the type of interaction adopted in the organization, identification of subjects and objects of joint activity is necessary when conducting research on teamwork and employee loyalty to the organization. In management consulting, such diagnostics is necessary when choosing a methodology of work, since a number of consulting approaches involve partner, subject-subject interaction as a prerequisite, and such interaction is not possible in all organizations and not with all employees.

Key words: subject of management, object of management, social roles, organizational paradigms, limits of responsibility and authority, personality traits, practical psychology and academic psychology.

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Assessment of future managers' "soft skills" through psycho-diagnostic and graphology methods

Oksana ISAEVA

Svetlana SAVINOVA

Higher School of Economics, Nizhniy Novgorod, Russia

Abstract. *Purpose.* To evaluate future managers' soft skills using psychological methods and graphology. *Design.* Future managers' soft skills evaluation (determination, communicability, critical thinking, creativity, flexibility of thinking) took place in three stages. In the first stage, soft skills development was evaluated by methods of psychological diagnostics. In the second stage, soft skills assessment was carried out using graphological expertise. In the third phase, a comparative analysis of the results was carried out. 390 students from the department of Management at National Research University Higher School of Economics in Nizhny Novgorod took part in the study. *Results.* Diagnostics of the level of future managers' soft skills development, carried out by psychological methods, showed a high level of development of "communicability" in 86% of students and a high level of development of "critical thinking" in 89.23% of respondents. 95.9% of students were characterized by a low level of development of "purpose." About half of students had low rates for "flexibility of thinking" (41.03%) and "creativity" (54.87%), all the other students had average levels of development of these soft skills (58.97% and 45.13% respectively). The results of future managers' soft skills assessment on the basis of graphological examination to a small extent confirmed the results obtained by methods of psychological diagnostics. Differences in the interpretation of the results by graphologists themselves were revealed, what indicated the subjectivity and unreliable of graphological analysis as a method of soft skills evaluation. *Value of results.* Such soft skills as determination, communicability, creativity, critical thinking, flexibility of thinking can not be assessed with the help of graphological expertise. To assess them, more reliable and valid methods of assessment should be used.

Keywords: soft skills, graphology, management, manager competencies commitment, creativity, critical thinking, flexibility of thinking, communicability.

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Thematic analysis method in the study of ideas about women's leadership

Dmitry KHOROSHILOV

Olga MELNIKOVA

Lomonosov Moscow State University, Moscow, Russia

Abstract. *Purpose* is to study the research potential of one of the main qualitative data analysis methods in modern psychology — thematic analysis (using the research example of the representations about female leadership). *Approach.* The research was carried out in the framework of a qualitative methodology. Data collection method is semi-structured interview; data analysis method is thematic analysis. The purposive sample of the research is 6 women holding leadership positions in organizations whose business leadership experience ranged from 5 to 15 years. Theoretical foundations of the research: the concepts of leadership styles (K. Lewin) and leadership in a situation of radical social changes (G. Andreeva). *Findings.* The methodological result is that the thematic analysis is a heuristic strategy for psychological research; the empirical result consists in studying the ideas of women leaders about leadership and formulating a hypothesis on the gender determination of the role repertoire of a leader in a situation of radical social transformations in Russian society. *Implications for practice.* Thematic analysis is the basic method of qualitative analysis. It is convenient in terms of studying the procedure and is universal in practical application. Thematic analysis reveals the semantic content of the data. Its procedure consists of definition of codes, topics and their interpretation; both deductive and inductive approaches to the formulation of topics are used. *Value of the results.* The results are formulated based on the results of an original author's research can be used both in a purely methodology and in the continuation of an empirical psychological study of the gender determination of leadership in conditions of social change.

Keywords: qualitative research methods, thematic analysis, leadership, women's leadership.

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Creative Activity of the Employees in Organizations: the Overview of Modern Research

Mehirban ABDULLAEVA

Oksana KORNEVA

Lomonosov Moscow State University, Moscow, Russia

Abstract. *Purpose.* The aim of the article was to organize the main directions in modern research of the workplace creativity. The idea was based on the problem of “regulating” creative activity, searching for “triggers” that started it and determining the value of its results for the organization. The analysis of creativity was carried out using the methods of corpus linguistics to determine context-specific words and collocations (bigrams), in addition, several paradigms of the concept of creativity presented in scientific works were considered. *Findings.* The result of the carried-out analysis was the selection of the most frequent semantic components of the nature of creativity and such parameters for describing creativity as: attitude to the subject of creativity as “active — passive”; the source of creativity as “external — internal” in relation to the subject of activity. The analysis of the research allows us to identify three main approaches to the study of creativity in the workplace: subject-oriented (focusing on the features of the creativity subject); contextual (highlighting the features of the environment that promote or interfere creative activity); subject-contextual (describing the mechanisms of the specific behavior in the moment of the creation of a new one, in the process of leaving the present environmental conditions and personal characteristics). A comparison of the three approaches allows us to say that the subject-contextual approach is the most promising direction in the development of the employees’ creative activity. Its high predictive value is justified by considering the conditions of creativity at different levels, which allows you to create more flexible models of creative activity. *The originality of the article* is to provide an overview of existing approaches to the study of creativity, which allows providing a deeper understanding of the mechanisms of creativity in the workplace and can become the basis for future research.

Keywords: creativity, organizational psychology, actor-centered approach, context-centered approach, interactive approach.

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ORGANIZATIONAL PSYCHOLOGY

Psychological difficulties of Russian-Chinese intercultural communication: qualitative study of Russian entrepreneurs and employees

Ekaterina D. VASILYEVA

National research university "Higher School of Economics", Moscow, Russia

Abstract. International relations between China and Russia has long lasting history. At the same time interpersonal contacts between these two national groups face difficulties associated with language, cultural distance, prejudices, and other factors. This article presents the results of an empirical qualitative study on the problem of perceiving Russian difficulties in intercultural communication with the Chinese in the business community. *Method.* Interviews were conducted with 20 respondents ($M = 36$ years old, $SD = 6.5$), ethnic Russian entrepreneurs working with Chinese companies and employees of Chinese companies that are represented in Russia. *Findings.* Thematic analysis results allowed us to identify four main categories of difficulties: building relationships process (distance, uncertainty and lack of trust); emotional difficulties (irritation, stress, anxiety); verbal difficulties (lack of knowledge of the Chinese language, use of Chinese variants of English, communication skills); time perception and knowledge sharing). In addition, in Russian perspective there are some paradoxes in the way Chinese communicate. These paradoxes, presumably, affect the level of uncertainty and anxiety, and, as a result, lead to mistrust. The article discusses the results and suggests ways to overcome these psychological difficulties.

Keywords: intercultural communication, stereotypes, intergroup relations, intercultural perceptions, Russian, Chinese, entrepreneurship, China.

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ORGANIZATIONAL PSYCHOLOGY

Individual values of entrepreneurs as predictors of their planned charitable behavior

Alexander TITOV

Zarina LEPSHOKOVA

National Research University "Higher School of Economics", Moscow, Russia

Abstract. The paper aims to show the individual values of entrepreneurs as motivational predictors for charitable behavior. Despite the fact that the motivation for charitable behavior was investigated earlier, few authors paid attention to a sample of entrepreneurs who are the most effective donors. The relevance of this study, as seen above, lies in the lack of research on the most productive philanthropists. Also, the relevance of this study lies in the importance of the topic of charity in general, for the state, associated with a significant contribution to the country's economy, and for individuals in the form of assistance to those who need it. Methodology is based on the Icek Ajzen's Theory of Planned Behavior, as one of the reliable methods in psychological research of charitable behavior, and theory of Personal values, developed by Shalom Schwartz. The entrepreneurial personal values were measured by the ESS PVQ-21 questionnaire version. *Purpose.* The main aim is to examine relationship between entrepreneurial personal values and charitable behavior. *Sample.* 100 entrepreneurs of small and medium-sized businesses from Moscow and Tver region, using the online survey method. 29 men and 71 women, from 27 to 60 years old, engaged in their own business for at least two years. The average age is 45 years. All entrepreneurs are Russians. *Results.* Regression analysis, with the control by sociodemographic variables, showed that women tend to make donations more often. It was also found that the more educated adults are more inclined to charity. As a result of the path analysis (SEM), it was found that personal values lead to charitable behavior only through the Attitude component. Self-Transcendence and Self-Enhancement values are positively related, whereas Conservation values is negatively related with charitable behavior of entrepreneurs. *Findings.* The motivation of entrepreneurs to make donations is complex. The simultaneous positive relation of opposite Self-Transcendence and Self-Enhancement values with charitable behavior indicates that, on the one hand, entrepreneurs are motivated by benevolent motives, and on the other, they do not forget about their own benefit. The negative relationship of Conservation values with charitable behavior indicates the importance of donation making act as an autonomous decision. *Value of the results.* The ability to use this result for further study of charitable behavior motivation and in charity development programs in Russia.

Key words: entrepreneurs, individual values, theory of planned behavior, charitable behavior.

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ORGANIZATIONAL PSYCHOLOGY

Routine self-help behaviors of employees (in case of Architect offices)

Milada PAVLOVA

Ufa State Petroleum Technological University, Ufa, Russian Federation

National Research University "Higher School of Economics", Moscow, Russian Federation

Sofya NARTOVA – BOCHAUER

National Research University "Higher School of Economics", Moscow, Russian Federation

Abstract. This study has an exploratory interdisciplinary nature and is carried out at the intersection of organizational and positive psychology, environmental psychology, design, and ergonomics. *Purpose.* The purpose of the study is the introduction and justification of the concept of "routine self-help technique" in relation to the organizational environment (architect's office), the study of the content of these techniques and the differences in their use depending on the gender of workers and time conditions for solving professional problems (weekdays or deadline push). *Methodology.* We used the included observation (for seventeen years), the case method (description of specific successfully functioning teams) and standardized interviews. The sample consisted of 205 units of analysis of interviews taken from architects from several architectural teams in Ufa (20 people, 11 men and 9 women, age from 23 to 63 years, work experience from six months to 41 years), and two experts. *Results.* A list of typical routine self-help techniques and the spatial areas of the office that are necessary for their implementation have been identified. It is shown that the time spent in the office during the deadline push doubles compared with everyday life, regardless of the gender of the workers. It has been found that recovery and mobilization techniques used by men and women are different. It was shown that for recovery architects more often use environmental methods, and for mobilization mental ones. *Conclusions.* The results of the study show that architects really use the spontaneously open methods of restoration and mobilization given by the office space. It seems that the concept of "self-help routine techniques" can be used constructively for the examination of the restoration potential of various environments and the scientific substantiation of the design of an office that is friendly to employees of various specialties. *The value of the results.* For the first time, an algorithm has been set for an interdisciplinary applied research aimed at creating a healthy office environment, having taken into account the adaptive behavior of employees.

Key words: office environment; self-help routine techniques; restoration, mobilization, new office, psychology of everyday life, resource, self-help techniques, landscape of affordances.

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Features of decision making and leadership in the uncertainty conditions

Ekaterina VASHURINA

EPAM Systems, Tashkent, Uzbekistan

Takhir BAZAROV

LOMONOSOV Moscow State University, Moscow, Russia

Abstract. *Purpose.* The purpose of the research is to identify the features of anticipation of random and regular events different types of personality in the future. *Methodology.* To achieve our goals and objectives, we used an experimental method with observation included. To measure controlled variables was used the MBTI test, as well as the author's questionnaire aimed at studying the group dynamics of teams. *Findings.* It was found that groups consisting of individuals of type NF more successfully solve "prognostic" tasks, rather than "logical" ones, and groups of individuals like SJ, on the contrary, better solve "logical" problems. This contradicts the data obtained in the individual series of the experiment but is consistent with the data related to the specifics of these groups. In the SP group, there is no sharp differentiation between the success of solving "logical" and "Prognostic" tasks, which is consistent with the data obtained in the individual part of the experiment. As in the first and second experiments revealed three main ways of making decisions. The first is voting when the members of the group came to a final decision by a majority by voting. The second is technology, when a certain "chain" of actions was created in a group, and coordination was achieved due to the responsibility of everyone for their part of the overall work. The third is decision making by the leader when the group delegates responsibility for the final decision to its leader. *Practice relevance.* Obtained in the study results allow us to formulate some key areas for the development of organizational psychology. When creating project teams, it must be considered that the speed of decision-making in groups that are homogeneous by personality type will be higher, but the range of possible decisions will be wider in heterogeneous groups. In a stable situation, as in a situation of uncertainty, leaders with personality type NF are effective if they have enough authority. Heterogeneous teams more efficiently solve problems but lose in speed and variety of solutions to homogeneous teams. The data obtained indicate that in different types of situations relevant specific personality characteristics. Understanding employee types is a huge advantage company in a rapidly changing environment makes effective decisions when forming design teams' groups. We have identified certain trends in relationships such as personality, group composition, and type of situation, however, this area requires further in-depth study.

Keywords: leadership, teamwork, MBTI, forecasting, uncertainty, decision-making efficiency.

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Formal vs. Informal: Management consulting in «stagnant» economy. Case study

Irina VASILEVA

Institute of Psychology, Russian Academy of Sciences, Moscow, Russia

Abstract. A socio-psychological study of the large energy facility construction conducted in the 1980s is described. The aim of research was to propose the recommendation to improve the quality of work. The mechanism of system disorganization of the production process, which caused a critical decrease in its efficiency and poor product quality is described. The analysis of interaction of formal norms, psychological and economic attitudes in this negative process is given. Special attention is paid to the dominance of informal norms of activity in the management of work performance over formal ones. An experimental scheme to improve the quality of construction works by using a game motivation is proposed.

Key words: formal structure, informal activity, mechanism of disorganization, improving the quality of work, management consulting.

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Paradoxes of psychologists' professional identity

Julia ALEXANDROVA

Moscow Lomonosov State University, Moscow, Russia

Elena KAMNEVA

Marina POLEVAYA

Nikolay PRJAZHNIKOV

Elena PRYAZHNIKOVA

Financial University under the Government of the Russian Federation, Moscow, Russia

Abstract. The article considers the phenomenon of “paradoxes of professional identity.” It has been shown that such a paradox can be related to contradictions between the components of the professional activity itself - with the “intra-professional reference points of identity” (in the context of a particular “ergatic system”). It can also be associated with external contradictions — with professionally-accompanying identity guidances. Different grounds have been identified for the typology of identity paradoxes: those related to the mastering of activities at the stages of choice and preparation for the profession, at the stage of work itself and at the post-professional stages (retrospective professional identity). It is also shown that there may be contradictions and paradoxes between different types and different species (identified, found the meaning of work by one type, but not identified by another type). The very development of identity is understood as identifying and solving these paradoxes. As a promising direction of development of full professional identity it is proposed to consider the whole ergatic system, built with a focus on a socially significant goal. At the same time, such a goal largely removes paradoxical contradictions and lets us find out contradictions of higher level, which contributes both- to increase of labor productivity and personal development of the employee himself. Such understanding of the development of a full professional identity implies a shift of attention to the paradoxical nature of a particular professional work, finding out in it more complicated and interesting problematic issues and thus enriching the work activity itself. This also makes it possible to talk about the development of the employee himself as a professional and as a person (in terms of finding new opportunities in a particular kind of work, for better self-realization). It is shown that contradictions and paradoxes related to the realization of expectations on the part of society, company management and the employee's inner circle may, on the one hand, be in the interests of society and culture, but may also contradict them. Such paradoxes and contradictions in the activities of organizational psychologists, professional advisers and coaches become especially relevant, in the era of rethinking the pseudo-market relations in the country, finding more effective and socially oriented models of the economy. All this makes it possible to highlight peculiarities of development of professional identity of psychologists, to build problem-oriented programs of their training and help them more effectively in selection of such ways of self-realization that would ensure their better personal development.

Key words: professional identity, identity paradoxes, oriented identities, the basis of the typology of identity paradoxes, development of identity.

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ORGANIZATIONAL PSYCHOLOGY

Professional tasks of a health psychologist

German SERGEEVICH NIKIFOROV

Olga OLEGOVNA GOFMAN

Saint Petersburg State University, Saint Petersburg, Russian Federation

Abstract. In the second half of the twentieth century, health psychology took one of the leading positions in the general list of the most relevant areas of development of psychological science. The initial problem posed in the article is the current discrepancy between the demand for health psychology and the lack of human resources (health psychologists) focused on the development of this scientific direction. The purpose of this work is to reveal, in accordance with the concept of a person's life path, a first approximation of the list of practical tasks, the solution of which may be included in the professional competence of health psychologists in Russia. The authors' ideas are based on the concept of a healthy personality, the main provisions of which were first formulated in Russian science by famous psychiatrists and psychologists S. S. Korsakov, I. A. Sikorsky, V. M. Bekhterev, as well as western representatives of humanistic psychology G. Allport, K. Rogers, A. Maslow, and E. Fromm. The review includes the stages of the perinatal period, pre-school and school age, education in secondary vocational and higher educational institutions, professional activity and retirement. Each stage of human development is considered by the authors as an independent one and assumes the variability of lifestyle strategies in the overall structure of health, and hence the practice of forming healthy behavior. The article for the first time consistently considers the main features and risks of each stage of the life path, defines the range of professional tasks of a health psychologist. At the end of the work, the question is raised about the options for professional training of these specialists in higher education institutions.

Keywords: health psychology, health psychologist, life path concept, healthy behavior, professional activities.

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