

## PSYCHOLOGICAL LEADERSHIP TRAINING OF CRISIS MANAGEMENT

*Lefterov V.O., Lazor K.P. (Odessa National Academy of Law, Odessa, Ukraine)*

*sociology1@onua.edu.ua, kateryna.lazor@gmail.com*

*ներկայացման ամս.՝ 01.08.2019*

*գրախոսման ամս.՝ 04.08.2019*

*տպագրության ընդունման ամս.՝ 13.09.2019*

Psychological aspects of management performance are being considered. The necessity of delivering psychological bases of crisis management to leadership is substantiated and psychological recommendations for effective management of leaders have been offered. The author's vision of the socio-psychological components of the managerial competence of a modern manager is being highlighted: it suggests the introduction into the system of training managers of various categories of psychological training as an innovative technology of forming leaders' practical skills and capabilities of efficient personnel management. The results of an experimental study of the influence of training on the dynamics of personal and professionally significant qualities of leaders are being presented. A significant positive impact of leadership training on the personal sphere of leaders, increasing of leadership potential and the development of individual psychological qualities that are essential for a modern manager, has been established. Over time, after the training, the level of volitional, leadership qualities has been increased, such as leadership role, self-discipline, purposefulness, and the assessment of their business and personal qualities given by subordinates increases. Psychological training of leadership in the form of training contributes to the development of such necessary qualities of crisis management as stress resistance and the ability for emotional self-regulating.

**Key words:** *psychological training, crisis management, social and psychological components of a successful leader, psychological training.*

The performance of the heads of law enforcement agencies, rescue services, and other specialized military units of risk-related profile is connected to considerable tension, often leading them to work under stress. Management activity during emergency situations, in particular under the factors of a natural, man-made or social nature, becomes especially emotional, physically and morally tough, often disrupting the normal life of the population, public safety and order in a certain area. These can be actions of the indiscriminate forces of nature (earthquakes, hurricanes, forest fires, epidemics), man-made disasters, social cataclysms (mass riots, terrorist acts, military actions or actions of illegal armed groups, group opposition to the forces of law and order, etc.). In such extreme situations, a head is constantly faced their own stress and the stress of the subordinates. However, in order for stress not to cause irreparable damage, it is necessary to be aware how to manage it in crisis situations.

The purpose of the article is to consider the theoretical and practical aspects of psychological training of managers for crisis management, the analysis of the results of an experimental study of the impact of psychological management training on the development of the personal sphere of the heads of the regional police forces and justification of psychological recommendations for managers to improve the effectiveness of crisis management. In total, the basis of the crisis management system is based on scientifically grounded principles and guidelines of management theory and practice. Research on the figure of a leader and the socio-psychological mechanisms of management has proved to be particularly relevant recently. In particular, V.I. Barko, L. M. Zakharova, S.I. Samygin, A.D. Safin, D.R. Crane and other authors focus on analyzing the system properties of collective management entities; identification of organizational structural parameters of management; the study of the motivational sphere of the personality of a leader and the motivation of achievements, the modeling of group management processes, including under extreme conditions; the development of principles and programs for the socio-psychological training of managers, etc. [1-5]. Based on the analysis of numerous studies in the management sphere, including the police management, the structure of the main socio-psychological components of the activity of an effective manager of an extreme profile department has been processed. In this structure, one of the most important places is assigned to the manager's perception and self-reflection, his system of views, values, ideas, stereotypes and prejudices, related to himself, to people, to management, to his performance in general. These ideas, stereotypes and prejudices in combination with the individual psychological characteristics and leadership qualities of a leader form his management style (styles). Depending on the chosen management style, individual characteristics and leadership qualities of a manager, his psychological skills and abilities are realized in the following basic management spheres:

- communicative activities and feedback;
- motivation, monitoring and staff development;
- stress management and crisis management;
- making management decisions;
- team building.

One of the core psychological components of an effective leader's activity is stress management, crisis management. Crisis management refers to the activities of managers with a lack of time, information, sometimes manpower and resources, in conditions of an unpredictable situation, when there is a threat to human life and health. The nature and characteristics of management in a crisis situation, first of all, depends on the situation itself, the reasons and conditions for its occurrence, the characteristics of the course, the scale, duration, possible consequences and the range of tasks facing the leader in these conditions.

To the current requirements that ensure the effectiveness of management in the profile of risk management units, almost all researchers attribute the need for systemic

psychological training of management staff. An effective form of training managers, in particular, preparing them for crisis management, is psychological training, which is directly aimed at modeling the optimal managerial behavior among managers. Such trainings with the leadership of law enforcement agencies since the 90s of the last century have become the norm in European countries. For example, in Germany, training for top police management is a prerequisite for career advancement, as well as in the case of candidates being considered for appointment to senior positions [6].

It is a fact that a specially organized training is one of the most constructive and fast-acting forms of human development. Complexes of developing and business games, psychotechnical exercises, playing role situations, discussion and other methods that are used during trainings that allow you to realize the necessary psychological conditions for the development of professional and personal self-awareness of people, to actualize their resources [7].

We have introduced a management training program "The Psychology of an Effective Manager", which is designed to train middle and senior police officers. The above socio-psychological components of a successful leader were the subject of practical improvement in the introduced training [7]. The main objectives of the training:

1. The development of managers' skills of self-reflection and resistance to unproductive prejudice during management activities.
2. Formation of communicative skills of productive interpersonal interaction.
3. Getting practical skills of crisis management and mastering the own stresses and stresses of subordinates.
4. Formation of skills of positive motivation of staff, its supervising and development.
5. Practical mastery of psychological techniques and methods of making management decisions and organizing teamwork.

This training was conducted with the heads of the police units, who also took part in a pilot study of the impact of management training on the personality of managers and the development of crisis management skills. The sample of the study was 58 people, all the men studied were aged 30-45 years. The following methods were used to conduct the study: 1) the test of life-meaning orientations (LSS) D.A. Leontiev [8]; 2) the method of studying the volitional qualities of the individual [9]. The study was conducted in two stages: the first testing was carried out before the management training, the second testing - six months after the training. To identify significant differences compared indicators were used t-student test. Statistical data processing was carried out using the IBM® SPSS Statistics® computer program.

As a result of the research using the LSS method by Leontiev D.A. fairly high rates in almost all scales in both the first and second testing were found. It has been established that the heads of police units fill in life with a deep meaningfulness, direction and time perspective, perceive their life as interesting, emotionally saturated

and filled with meaning process, seriously assess the length of the path traveled, analyzing its effectiveness and awareness. High scores on a sub-scale - "Locus of Control - I" correspond to the idea of oneself as a strong personality, with enough freedom of choice to build one's life in accordance with its goals and ideas about its meaning. Testees are convinced that they are able to control their lives, freely make decisions and implement them.

Through the comparative statistical analysis of the test results reflected in the Table 1, it was found that the indicator on the scale - "Meaning of life" was significantly increased in the second testing ( $p \leq 0.01$ ). That is, after the training, leaders reliably noted the desire for an even deeper understanding of life. There is also a significant increase in performance by sub-scale - "Goals in life" ( $p \leq 0.05$ ). This is indeed a vindication of the fact that after the training, the testees increased the number of goals that they would like to realize.

**Table 1**

*Comparative statistical analysis of the results of testing according to the LSS method for the training and six months after the training*

Statistical variables	Scales					
	General indicator (meaningfulness of life)	Goals in life	Result process	Result	Locus of control - I	Locus of control - life
Student's t-test	<b>-2,35</b>	<b>-1,99</b>	-0,77	0,89	-0,25	-0,97
Significance level $p$	<b>0,01</b>	<b>0,03</b>	0,44	0,31	0,55	0,18

The level of development of volitional regulation of managers was investigated by the method of studying the volitional qualities of a person. In the first test, the highest rates have been noted on such scales as "Decisiveness", "Responsibility", "Stamina" and "Purposefulness". This indicates that, in general, the heads of the police units are able to make decisions quickly and confidently, are not subject to hesitations and long-term doubts when implementing their plans. At the same time, the speed of decision making can sometimes be caused by impulsivity. The testees are also characterized by a high level of responsibility, discipline and diligence in the performance of their duties, this in turn can also be a factor of anxiety. The lowest average indicator, which is still in the middle of the regulatory boundary (5 walls), was found on the scale of "Independence". This is evidence that managers are generally able to make decisions on their own, although they sometimes require psychological support.

In the second testing by the method of studying the volitional qualities of a person, six months after the training, an increase in the indicators on the "Initiative",

“Attentiveness”, “Independence” and “Determination” scales was found. A comparative statistical analysis of the test results according to the above method has been given in Table 2. This analysis shows that, after training, the testees reliably increase the indicators on the “Initiative” scale ( $p \leq 0.01$ ). Thus, the testees have become more initiative and activity-oriented, which corresponds to high leadership tendencies and the development of the qualities that are necessary during crisis management. They act as initiators of new ideas and events, strive to make changes to the existing order of things, they are well manifested in situations when changes are necessary and innovative approaches are needed. We have also got a significant result at the level of  $\leq 0.05$  on the “Attentiveness” and “Purposefulness” scales. This gives grounds to state that the ability of managers to arbitrary concentration of attention has been increased. They began to hold attention better if necessary, even if the activity is not really interesting for them. Another characteristic, like more collected and deep immersion in work has been added to the list of their features. It should be noted that the high rates on the scale of “Purposefulness” correspond to the data obtained by the method of LSS, where there is also a high level of meaningfulness of life, focus on the future and setting new goals in management. At the same time, excessive manifestation of dedication can also be a factor in psychological maladjustment and stress in situations where there is no objective possibility of realizing goals.

**Table 2**

*Comparative statistical analysis of the results of testing according to the method of studying the volitional qualities of an individual with the PEK training and six months after the training*

Scales	Statistical variables	
	Student's t-test	Significance level $p$
responsibility	-0,29	0,46
initiative	<b>-3,05</b>	<b>0,001</b>
determination	-0,85	0,28
independence	-1,32	0,15
stamina	-0,18	0,82
perseverance	-0,15	0,88
energy	1,2	0,19
attentiveness	<b>-2,07</b>	<b>0,05</b>
purposefulness	<b>-1,98</b>	<b>0,05</b>
<b>total score</b>	-1,25	0,17

Thus, as a result of testing according to the method of studying the volitional qualities of a person, it was established that in the personality structure of managers, an

important place is given to well developed volitional qualities. Probably, it is these qualities that allowed the testees to move forward with their careers and occupy leadership positions, since one of the conditions for effective management activity is a high level of volitional regulation. As a result of participation in the training, managers have experienced a significant increase in leadership qualities, such as initiative, organization, and dedication.

According to the results of the study, a number of psychological recommendations were proposed to the heads of risk-related units in order to increase the effectiveness of crisis management:

- to constantly work on the ability to control one's emotional state, to improve self-regulation skills in order to develop the valuable qualities of a manager in a situation - self-control;

- to be open and able to go beyond stereotypes, patterns and prejudices if they are not effective during a crisis and limit the management process;

- to be flexible in choosing a management style depending on the situation, to be able to use the whole range of styles from corporate to rigidly prescriptive;

- to be able to organize timely collection of information;

- to know and take into account the socio-psychological patterns of functioning of large and small groups, have skills to manage groups of people in a state of mass affect (panic)

- to constantly predict the development of events, the behavior of people in different situations, to anticipate negative trends and take measures to localize them;

- to be able to quickly and independently make often critical, "force majeure" management decisions and ensure their implementation.

**Findings.** Thus, the effective work of the units of risk-related profile of performance, coordination and mobilization of all resources during actions in crisis situations primarily depend on the professionalism and competence of staff occupying managing positions. Therefore, it is necessary to apply modern methods of psychological preparation of managers for crisis management. Psychological training has been recognized as one of these effective methods.

According to the results of the experimental study, it was established that, unlike traditional forms of training and development of managers, the dynamics of professional and personal results achieved at the training are not regressive (forgetting of knowledge, loss of skills, disintegration of behavior patterns, etc.), but progressive. Analyzing the accumulated experience of training training of managers, it can be claimed that "Psychology of an effective leader" training should be applied when training the management team of units of an extreme profile, including the formation of knowledge and skills of crisis management.

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