

National Research University Higher School of Economics

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**Group dynamics of work groups formation in the socio-
psychological training**

Summary of the PhD HSE thesis

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GENERAL DESCRIPTION OF THE DISSERTATION

Rationale of a subject of the research

In the 21st century high-tech solutions became available practically to everyone, and costs of production were significantly reduced due to the displacement of the largest factories to the territory of Third World countries. It has led to the fast growth of intensity of business processes in all spheres of the industry and new mass "rush for innovations". The organizations are forced to exist in the conditions of the highest competition and the unstable external environment.

Also in this regard tasks of services of management of human resources in the modern organizations have changed. Besides search, selection, adaptation and training of employees, active influence on key performance indicators of the enterprises such as *high efficiency of work of personnel*, *low turnover of staff*, *effective internal and external communications*, *involvement of personnel* and etc. became their significant function. It in a bigger degree staticized need of use of socio-psychological tools for increase in efficiency of the organizations (Bazarov, 2005).

Nowadays the temporary work groups, most often called "teams" have been designed to provide prosperity of the organizations due to constant search of the new ideas and their intensive introduction. This concept was earlier actively used in sport, but very quickly became popular in business too. In an administrative lexicon such terms as "teams", "design teams", "cross-functional teams", "management teams", etc. have appeared. The movement of "team management" considering the organizations as set of teams of various types and seeking to use synergetic effect which results from joint activity of the managers and specialists of the enterprise united in small groups has appeared and has gained a huge number of supporters. As opposed to this movement there was an idea of team "tyranny" exposing negative manifestations of team management. According to this approach the advantages of group interaction are shown only in cases of their active and purposeful formation, usual group interaction can even reduce efficiency of the organization.

In the Soviet social psychology labor collectives traditionally were considered as subjects of the effective solution of tasks of the organizations. The concept "collective" has been investigated in various contexts, considerable material for the analysis of its features and efficiency which is considered by us in this dissertation work is saved up. However, after the collapse of the USSR the number of researches of collective has considerably decreased, studying of work group as it is has substituted it. So, modern researchers note that the concept "team" is collective for all work groups aimed at performance of a task which participants have to cooperate to achieve a common goal (Koenig, Schattenhofer, 2014). Therefore in this dissertation for all collectives and teams in the organizations the uniform term "work group" is used.

The main socio-psychological method of increase in efficiency of the work groups is the socio-psychological training for formation of the work groups. In the modern researches devoted to the study of this phenomenon procedures and the effect caused by them are described, at the same time criteria of efficiency of such training processes aren't defined (Gubiyev, 2004; Dzyubenko, 2001; Kalinin, 2009; Kartashevich, 2008; Kulikova, 2015; Filindash, 2009; Halina,

2011). At measurement of effectiveness of similar actions only the questioning directed to assessment of an emotional background during the course and at completion stage of a training is used in most cases.

Today D. Kirkpatrick's model (improved by J. Phillips) by which economic efficiency is mainly estimated is widely applied to measurement of efficiency of trainings in the organizations. However, the similar systems of assessment are considered being directed to receiving information for adoption of concrete administrative decisions and far from the interests of a scientific psychological research (Bolotova, Zhukov, 2015). Besides that, such financial models can't be universal as they are implemented in a concrete organizational context. Therefore in this research all results of a socio-psychological training which are achieved regardless of the expenses necessary for providing, meaning *socio-psychological effects of a training* are estimated (Zhukov, 2004).

Programs of a socio-psychological training for formation of the work groups can be designated in a different way: "team building training", "work group training", "team forming", "team coaching" and etc. Content and duration of these programs also differ up to the degree that such action sometimes ends up not being a training but a corporate holiday or a sports competition. For such actions the following purposes are often declared in some formulation: formation of the effective united work groups, normalization of the psychological atmosphere, general increase in efficiency of the organization, etc. At the same time designation of actions and elements of their programs often don't represent the uniform interconnected methodical complex, can be separated or are even opposite on the socio-psychological and organizational orientation.

In trainings of development of communicative knowledge, abilities and social attitudes the final results have mainly individual character. Unlike them, the training for formation of the work groups first of all is directed to constructive and active disclosure of potential of processes of group dynamics. In this regard we believe that *updating of these processes and their development and also features of each of them have the most significant effect on efficiency of a training for formation of the work groups*, on what effects will be reached in group finally. Subsequently, it has to lead to an increase in organizational efficiency of group. So, when developing the program of a socio-psychological training for formation of the work groups it is necessary to plan first of all active impact on the processes proceeding in training groups.

Researchers normally study processes of spontaneous development and purposeful formation of the work groups and also features of training groups. For example, the importance of processes of group unity and group cohesion of the groups was studied by Y. Makarov, at the same time the author considers these processes as the defining factor of efficiency of the work group (Makarov, 1998). In M. Gubiyev's research approach at which process of formation of adherents as the factor of an increase in efficiency of the organization is defined by mindset compatibility of members of the team with the leader (Gubiyev, 2004) is implemented that is connected with process of group cohesiveness. In dissertation of S. Barinov the importance of reduction of the work groups of the organization to a social psychological "ideal" reveals (Barinov, 2007). In the study of A. Halina formation of the work group is also considered as socio-psychological process and technology in management of the organization (Halina, 2011).

Over time the scientific community has come to understanding of need of individual approach to formation of the work groups. In the dissertation research E. Kartashevich draws the conclusion that process of formation of the work groups and the principle of group work aren't universal (Kartashevich, 2008). In P. Filindash's research is shown that the technology of formation of the work group has to be constructed individually for each object, proceeding from the existing stage and features of its development (Filindash, 2009). Individual approach to process of formation of the work groups is also realized in the work of P. Hasina. The author points to the importance of role structure of the work group for the analysis of dynamics of its efficiency (Hasina, 2011). The importance of role structure of the work group as one of factors of its efficiency is confirmed by V. Stroh's researches (Stroh, Ostroukhova, 2012).

Our research is conducted throughout the specified works and, thus, considers socio-psychological conditions when forming the work group. We assume that the *key to effective formation of the work group is in considering type of group and characteristics of the processes of group dynamics proceeding in it*. The concept "characteristic" is used by us as the form containing these concrete studying of features of the studied object (Zinchenko, Meshcheryakov, 1996). In this context the studied object is the work group, and the form containing concrete data of studying of the features is a "palette" of the actualised group processes in it.

At the moment of preparation of programs of a socio-psychological training for formation of the work groups normally the type of the work group, despite prevalence of ideas of distinction of groups on the most different criteria, isn't considered (Chanko, 2007). And the proceeding socio-psychological processes in groups of various types are studied insufficiently.

The researches devoted to processes of group dynamics, necessary for effective formation of the work groups (group identification (Klimov, 2015; Krichevsky, Dubovskaya, 1981; Sidorenko, 2015), group standard setting (Bolshakov, 1996), group cohesion process (Dontsov, 1988; Makarov, 2010), role differentiation (Zavyalova, Loginova, 2008; Kosheleva, 2007), group leadership (Bazarov, 2005; Ilyin, Kondratyev, 2012) and group decision-making (Bolotova, Zhukov, 2015; Eliseenko, 2016; Karpov, 2000; Petrovsky, 1989), are carried out separately from studying of other phenomena of group dynamics and don't consider types of the work groups.

A.G. Kovalyov wrote in his thesis that the results area of action of group processes during the socio-psychological training is defined in three components of influence on the identity of participants: emotional, cognitive and behavioral (Kovalyov, 1980). Y. Makarov also supports this three-component approach on the basis of the analysis of monographs concerning formation of the work groups (Makarov, 2010).

In the context of the aforesaid becomes possible to formulate a **research problem**. Nowadays in social psychology there is no image of optimum characteristics of processes of group dynamics of the work groups of various types that doesn't allow to define efficiency of formation of the work groups of various types by means of a socio-psychological training for formation of the work group.

Ideas of the best level of group development as from Russian social psychology (E. Kuzmin, B. Masterov, N. Obozov, A. Petrovsky, L. Umansky), and foreign (W. Bennis, J. Lev-

ine, R. Moreland, T.M. Newcomb, B. Tuckman, G. Shepard), irrespectively accounting of optimum characteristics of group dynamics of the work groups of various types doesn't allow to solve this problem in the modern conditions which are characterized by the smaller term of existence and the updated range of tasks of the work groups of the organizations.

The solution of this problem would promote the statement of system methodology of development of a socio-psychological training for formation of the work groups of various types in the organizations; creation of complex tools of assessment of socio-psychological efficiency of a training for formation of the work groups; determination of effects which are minimum guaranteed result of a training for formation of the work groups that in general would make a contribution to a problem of assessment of efficiency of a socio-psychological training.

The degree of scientific development of the problem

The problematics of formation of the work groups is very popular and has high demand in different branches of professional activity nowadays. Among authors of publications on this subject – businessmen, managers of different levels, athletes, engineers, physicists, biologists and even mathematicians. In view of high popularity and widespread belief in efficiency of team management the bigger part of publications have rather practical, than the academic character. Often in professional periodicals this subject is provided only by the description of the best practices (programs of a training) selected without application of proven research methods.

While in the 1960th abroad there were already first ideas of the work groups in the organizations and now the history of reviewing of this phenomenon contains more than 50 years (R. Belbin, R. Blake, J. Katzenbach, D. Smith, W. Dyer, J. Gulowsen, G. Parker), the Soviet social psychology (A. Dontsov, A. Petrovsky, L. Umansky, M. Yaroshevsky, etc.) considered and studied collective (Filindash, 2009). With development of researches in this area the set of determination of such concepts as "team", "collective" and "work group", their typologies, approaches to a research of small groups of this sort appeared. At the same time the purpose of the vast majority of researches – search of tools for creation of the effective work group. The principal method of achievement of this purpose is the socio-psychological training for formation of the work groups which can provide preliminary organizational diagnostics and specialized selection of participants (Ivanova, Zverev, Toropova, 2014). However, along with popularity of group forms of operation and a large number of applied researches in this area absence of the reasonable standard methods of formation and assessment of the work groups is available. Process of formation of the work groups in most cases is not considered as systematic.

Now the set of research attempts of a typologization of the work groups on the most different characteristics are made: from work compensation methods to levels in hierarchy of the organizations (L. Gómez-Mehia, D. Macintosh-Fletcher, L. Nogueira, G. Parker, T. Raz, P. Strozniak, T. Wellborn, N. Kalinina, etc.). Each of them makes the contribution to scientific judgment of this perspective. The typology of the work groups created by Y. Zhukov, A. Zhuravlev and E. Pavlova in the organization is of special interest (Zhukov, Zhuravlev, Pavlova, 2008). In this typology the work groups existing in the modern organization differ by two criteria characterizing features of activity which define formation of the work group: range of activity and interchangeability of members. *Range of activity* is understood as the volume of knowledge, opportunities defining limits of functional duties of the employees united in one

group. *The interchangeability of members* is understood as ability of one members of the group to carry out group tasks of other members of the group and vice versa. Thus, authors allocate four types of the work groups: "task team" (narrow range of activity and low interchangeability of members); "team of specialists" (narrow range of activity and high interchangeability of members); "team of changes" (wide range of activity and low interchangeability of members) and "management team" (wide range of activity and high interchangeability of members).

So, summing up, it is possible to speak about insufficient scientific development of the problem of the research: at wide popularity of a subject, existence of various ways of formation of the work groups and sets of the training programs there is no all-divided system approach to these phenomena and also methods of assessment of efficiency of a training for formation of the work groups aren't defined. In this study we hope to fill these gaps.

Object of a research (theoretical): group dynamics as set of the socio-psychological processes proceeding in small group during a certain period of time.

Object of a research (empirical): the small work group included in structure of the commercial organization.

Object of research: characteristics of group dynamics in the socio-psychological training for formation of the work groups.

Research objective: to reveal and describe characteristics of group dynamics in a socio-psychological training for formation of the work groups of various types. The research objective can be achieved at the solution of the following **tasks**.

Theoretical tasks:

1. To carry out the system theoretical analysis of category "work group" as special type of small social group to the organizations with the purpose to allocate and describe characteristics of the processes of group dynamics which are actualised in various types of the work groups during its spontaneous development.

2. To carry out the system theoretical analysis of group dynamics in a socio-psychological training with the purpose to allocate and describe characteristics of the processes of group dynamics which are actualised in various types of the work groups during the socio-psychological training for formation of the work groups.

3. To carry out the system theoretical analysis of types of the work groups and types of a training for formation of the work groups with the purpose to allocate and describe characteristics of the processes of group dynamics which are actualised in various types of the work groups during the socio-psychological training for formation of the work groups.

4. To define and prove parameters of socio-psychological efficiency of the work groups for a possibility of estimation of efficiency of training influence.

5. To analyse modern methods of assessment of efficiency of a socio-psychological training for formation of the work groups.

6. To define and prove parameters of efficiency of a socio-psychological training for formation of the work groups.

Methodical tasks:

To develop the program of a socio-psychological training for formation of the work groups taking into account features of each type of the work group and processes of group dynamics.

Empirical tasks:

1. To carry out examination of the program of the developed socio-psychological training for formation of the work groups of various types.

2. To reveal and describe features of demand for services in formation of the work groups which can be the basis for systematization of requirements of the organizations.

3. To compare types of a training for formation of the work groups with types of the work groups, characteristics of processes of group dynamics and also features of demand for services of formation of the work groups.

4. To estimate socio-psychological efficiency of each module of the training program for each type of the work groups on the revealed parameters of socio-psychological efficiency.

5. To carry out examination of the developed model of characteristics of group dynamics of a socio-psychological training for formation of the work groups of various types.

Research hypothesis

Thus, the **general hypothesis** of the research is formulated as follows: *there are differences in characteristics of processes of group dynamics (group identification, group standard setting, group cohesion process, role differentiation, group leadership and group decision-making) at the work groups of various types ("task team", "team of specialists", "team of changes", "management team").*

The hypothesis testing is carried out by means of the forming experiment (holding the developed socio-psychological training for formation of the work groups of various types).

Theoretical and methodological background base of the research

Theoretical socio-psychological models of a research of joint activity (A. Grachev, A. Dontsov, E. Dubovskaya, Y. Zhukov, A. Zhuravlev, R. Nemov, A. Petrovsky, V. Petrovsky, L. Petrovskaya, L. Umansky, V. Shadrikov, V. Shpalinsky, L. Gaertner, H. Giles, J. Moreno, J. Schopler, J. Turner, etc.).

Theory and methodology of a research of processes of group dynamics (V. Bolshakov, I. Vachkov, V. Stroh, V. Cartwright, C. Cooper, L. Festinger, H. Giles, M.A. Jensen, K. Lewin, H. Tajfel, G. Trandafirescu, B.W. Tuckman, J. Turner, A. Zander, etc.).

Theory and methodology of a socio-psychological training (T. Bazarov, V. Bolshakov, I. Vachkov, Y. Zhukov, H. Mikkin, V. Nikandrov, B. Parygin, L. Petrovskaya, S. Petrushin, E. Sidorenko, N. Hryashcheva, V. Stroh, K. Rudestam, K. Thorne, D. Mackey, S. Tannenbaum, D. Wood, G. Yukl, etc.).

Theory and methodology of formation of the work groups (V. Avdeev, T. Bazarov, I. Volkov, Y. Zhukov, A. Zhuravlev, E. Pavlova, A. Chanko, R. Belbin, M. Campion, D. Denton, M. Finley, M. Gellert, J. Katzenbach, K. Novak, J. Newstrom, H. Robbins, A. Sinclair, D. Smith, M. Steven, P. Strozniak, L. Tompson, etc.).

Theory and methodology of assessment of efficiency of a socio-psychological training (V. Bolshakov, I. Vachkov, Y. Zhukov, V. Konovalchik, V. Nikandrov, W. Arthur, S. Bell, W. Bennett, C. Campbell, R. Dawson, P. Edens, A. Gibb, D. Kirkpatrick, S. Mann, J. Phillips, I. Robertson, etc.).

Empirical base of the research

1. Data of the expert poll directed to detection of requirements of the organizations for services in formation of the work groups of the commercial organizations. In total 200 experts – heads of departments of training and development of personnel and also directors of human resource management of the Russian commercial organizations participated in poll.

2. Data of the expert poll directed to assessment of the developed conceptual scheme of a research including characteristics of group dynamics of a socio-psychological training for formation of the work groups of various types. Ten highly qualified specialists in the sphere of social psychology have participated in the poll.

3. Data of the expert poll directed to assessment of applicability of the developed socio-psychological training for formation of the work groups of various types for a research. The program has been approved by seven social psychologists, which are considered as highly qualified specialists.

4. Materials of assessment of efficiency of a series of trainings for formation of the work groups of various types. Selection of a research was made by representatives of the commercial organizations of Russia aged from 18 up to 48 years, men and women. 161 persons in total, from them 124 men and 37 women. In total 20 training groups of people have participated, 6-13 people in each group.

Research methods

In this dissertation theoretical and empirical methods have been used. Theoretical methods: analysis, synthesis, comparison, generalization, logical conclusion. Empirical methods: methods of socio-psychological influence; methods of collecting primary empirical data and methods of its processing. Methods of collecting empirical data: expert poll, psychological diagnostics, quasiexperiment. In processing and the analysis of data methods were used qualitative (the analysis of contents of answers to open questions) and quantitative (including mathematical statistics).

During a training for formation of the work groups methods of socio-psychological influence and training were used: mini-lectures, group discussions, role-playing games, psychogymnastic and communicative exercises.

Scientific novelty of the research

1. Characteristics of group dynamics are for the first time revealed and analysed during the socio-psychological training for formation of the work groups of various types.
2. It is revealed that besides "highest" there is an optimum level of development of characteristics of group dynamics of the work groups of various types (there is certain "threshold" after which development of group entitativity, group cohesion and personality's opulence of group members is slowed down). It promotes an increment of knowledge in the field of group dynamics and features of group interaction.
3. For the first time as a socio-psychological predictor of group efficiency use of parameter of a mutual contribution of participants to personality's opulence of each other is proved.
4. The socio-psychological model of a ratio of types of the work groups, the leading processes of group dynamics in them and relevant by it types of a training for formation of the work groups is constructed for the first time.
5. Original approach to assessment of efficiency of a socio-psychological training for formation of the work groups by means of diagnostics of development of socio-psychological parameters (group entitativity, group cohesion, personality's opulence of the group members) is developed.

Arguments of the dissertation to be defended

1. Characteristics of group dynamics in a socio-psychological training for formation of the work groups are optimum combinations of the following processes of group dynamics for the work groups of various types: group identification, group standard setting, group cohesion process, group leadership, role differentiation, group decision-making. In programs of a socio-psychological training for formation of the work groups it is recommended to consider updating optimum for this purpose like the work group of processes of group dynamics.

2. Optimum processes of group dynamics for the work groups of various types in the commercial organizations are defined. Namely: for the work group "task team" – group identification and group standard setting; for the work group "team of specialists" – group identification, group standard setting and group cohesion process; for the work group "team of changes" – group identification, group standard setting, group cohesion process, role differentiation and group leadership; for the work group "management team" – group identification, group standard setting, group cohesion process, role differentiation, group leadership and group decision-making.

3. As parameters of socio-psychological efficiency of the work group in the commercial organization can be considered: level of group entitativity, level of group cohesion and also level of personality's opulence of participants. Diagnostics of manifestation of these parameters

prior to the beginning and following the results of a socio-psychological training for formation of the work groups allows to estimate its socio-psychological efficiency.

4. In the analysis of socio-psychological content of purposeful formation of the work groups in the commercial organizations it is possible to allocate types of a socio-psychological training for formation of the work groups of various types: "Inspiration" (for the work group "task team"), "Challenge" (for the work group "team of specialists"), "Adjusting" (for the work group "team of changes") and "Joint decision" (for the work group "management team").

The theoretical implications of a research is caused by addition of scientific representations of social psychology about regularities of development of small groups and also their formations in the work groups by means of a socio-psychological training. Results of a research reveal features of updating of optimum characteristics of processes of group dynamics of the specific program of a socio-psychological training for formation of the work groups for the work groups of various types.

Practical implications

The main results of the research allow to develop evidence-based programs of a socio-psychological training for formation of the work groups for certain types of the work groups. Thereby the significant contribution to a technique of preparation of programs of a socio-psychological training for formation of the work groups in the commercial organizations is made. Thus, "gap" between inquiry of administrative practice and the existing business offerings of experts trainers is reduced.

The offered model of a ratio of types of the work groups, types of a training for formation of the work groups and their leading processes of group dynamics can be used for effective formation of the work groups in various areas of practical activities for management of human resources in the sphere of training and development of personnel.

Results of a research can be included in educational programs for training of organizational psychologists and managers of various levels, in particular, – in the maintenance of subject matters on social psychology, organizational psychology and psychology of management, management and also workshops on formation of the work groups.

Reliability of results of a research is provided with carefully carried out theoretical analysis, quality of collected empirical data, use of reliable methodical tools and correct selection of mathematical methods of data processing and interpretation of the received results.

Approbation and introduction of results

Basic arguments of dissertation work have been presented and repeatedly discussed at postgraduate seminars of department of organizational psychology and department of psychology of faculty of social sciences of the National research university "Higher School of Economics" during 2012-2016.

Materials of a dissertation research have been presented at the XII Scientific and practical conference "Young scientists for the education of the capital (on April 18, 2013, Moscow),

on the International scientific conference "BUSINESS. SOCIETY. PERSON" (on October 30-31, 2013, Moscow), XXII International conference of students, graduate students and young scientists Lomonosov (on April 13-17, 2015).

The structure of a dissertation is determined by a plan of a research and consists of introduction, two chapters, the conclusion and also the list of references containing the name of 246 scientific works of Russian and foreign authors, including 81 sources in foreign languages. The main content of the thesis is stated on 178 pages. Drawings and summary tables and also six enclosures are included.

In chapter 1 the existing approaches to the study of a phenomenon of the work group and methods of its formation and assessment are described. Results of the empirical research including determination of features of demand for services of formation of the work groups in the Russian market of training services and also methodology, stages and the analysis of results of check of the general and specific hypotheses of a research are given in chapter 2.

MAIN CONTENT OF THE DISSERTATION

The relevance and the degree of scientific development of the problem, an object, a subject, the purpose, tasks and hypotheses of a research are formulated, described theoretical and methodological background, empirical base, the scientific novelty and arguments of the dissertation to be defended are given in introduction.

In chapter 1 "*A socio-psychological training for formation of the work groups in the organization*" the theoretical bases of studying of the work groups are discussed, the phenomenology of the work groups reveals, ways of their formation and typology of the work groups are presented. The analysis of development of a socio-psychological training for formation of the work groups, processes of group dynamics, types and also tools of assessment of its efficiency is carried out.

Paragraph 1 discloses relevance of application of group forms of interaction in the organizations and shows that now the considerable practical experience of increase in efficiency of the organizations due to development of the work groups is accumulated. At the same time in the early nineties in scientific community actively discussed a problem of groundlessness of similar approach and it was even called *team tyranny* (Sinclair, 1992).

In paragraph 2 distinctive features of the work groups, teams and collectives are described. Arguments in favor of the fact that the concept "team" is collective for all *work groups* aimed at performance of a task which participants have to cooperate to achieve a common goal (Koenig, Schattenhofer, 2014) are adduced. The decision to use the term "work group" for all collectives and teams described in work is made.

It is noted that the majority of definitions of the work groups includes such elements as *group cohesion* and perception by members of *group unity*. Besides, estimating results of activity of the created work group it is common to speak about emergence of synergetic effect (James, Roffe, 2000; Steven, 1994; Tannenbaum, Yukl, 1991; Wood, 1995).

It is supposed that emergence of synergetic effect is mediated by emergence of a phenomenon of the *mutual reflected subjectivity of participants* (Petrovsky, 2009) which is shown in the form of peculiar contributions of participants to opulence of the identity of each other (Petrovsky, 1985).

In paragraph 3 is shown that modern professional literature contains a significant amount of typology of the work groups. For this purpose the wide range of criteria of division into types is considered: from compensation forms to the strategy of the organization (Borovikova, Petrov, 2005; Derkach, Kalinin, Sinyagin, 1999; Kalinin, 2009; Wellborn, Gomez-Mehia, 2008; Chanko, 2001; Scermerorn, Hunt, Ocborn, 2004; Macintosh-Fletcher, 1996; Nogueira, Raz, 2006; Parker, 1994; Strozniak, 2000).

The nature of joint activity in many respects defines features of formation of the work groups therefore Y. Zhukov, A. Zhuravlev and E. Pavlova's typology has been chosen for this investigation. Authors suggest to divide the work groups on two criteria: range of activity and interchangeability of members (Tab. 1).

Table 1. Work group types (Zhukov, Zhuravlev, Pavlova, 2008)

<u>Work group type</u>	<u>Range of activities</u>	<u>Interchangeability of members</u>
"Task team"	Narrow	Low
"Team of specialists"	Narrow	High
"Team of changes"	Wide	Low
"Management team"	Wide	High

In paragraph 4 the socio-psychological training for formation of the work groups in the organization is considered. Is shown that formation of the work groups becomes the most effective at an integrated approach when besides a training it includes diagnostics and elements of organizational consultation (Argyris, 2004; Zhukov, 2004; Moiseyev, 2007; Pavlova, Zhuravlev, 2006).

It is noted that attempts of allocation of types of a training for formation of the work groups were very little. Only few typologies have been described. V. Ekimova and A. Kokurin allocate types of a training for formation of educational groups (Ekimova, Kokurin, 2015). E. Salas, D. Nichols and J. Driskell allocate: cross-training, adaptation and coordination and self-correctional types of a training for formation of the work groups (Salas, Nichols, Driskell, 2007). Y. Zhukov, A. Zhuravlev and E. Pavlova note that development of the work groups can be developed on *instrumentual* and *socioemotional* axes (Zhukov, Zhuravlev, Pavlova, 2008). The given approaches are few and fragmentary.

Conclusion about need of creation of system model of types of a training for formation of the work groups which would consider the previous experience of developments, types of the work groups and also corresponded to relevant requirements of the organizations is formulated.

Paragraph 5 contains arguments in favor of the fact that for effective implementation of programs for formation of the work groups it is necessary to influence *processes of group dynamics* purposefully: group identification, group standard setting, group cohesion process, group leadership, role differentiation, group decision-making (Andreyeva, Bogomolova, Petrovsky, 2002; Bazarov, Rybkin, 1998; Bolshakov, 1996; Zhukov, Zhuravlev, Pavlova, 2008; Krichevsky, Dubovskaya, 1981; Lipatov, Lovakov, 2012; Petrovsky, Shpalinsky, 1978; Umansky, 1977; Chanko, 2001; 2004; Stroh, 1998; 2001). The paragraph contains the description of processes of group dynamics and feature of their updating in training process.

Paragraph 6 includes the analysis of methods of *assessment of socio-psychological efficiency of a training for formation of the work groups*. Is shown that the purpose of a socio-psychological training can be defined as achievement of changes of psychological, socio-psychological and other characteristics of the person, group, the organization (Zigon, 2008). A conclusion about expediency of assessment consists in work not of economic, but socio-psychological effects (Zhukov, 2003; 2013).

Justification and the description of parameters of efficiency of a socio-psychological training for formation of the work groups are given in **paragraph 7**. A. Kovalyov shows in his thesis that the area of results of action of group processes during the socio-psychological training is defined in three components of influence on the identity of participants: emotional, cognitive and behavioral (Kovalyov, 1980). This approach is applied also in the context of formation of the work groups (Makarov, 2010).

Is proved that as an emotional component of training result in work the parameter of *group cohesion* is considered. As cognitive – the parameter of group entitativity. Sets of emotional, cognitive and behavioral components – *personality's opulence of each other*. Thus the possibility of measurement of efficiency of a training for formation of the work groups by means of assessment of change of these parameters is shown.

In paragraph 8 conclusions of the theoretical section are formulated.

In chapter 2 "**The empirical research of characteristics of group dynamics in the socio-psychological training for formation of the work groups of various types**" four investigation phases are described.

Paragraph 1 includes the description of the program of a research. The main hypothesis of a research is given, it is noted that its check has been made by us by means of the forming experiment (holding the developed socio-psychological training for formation of the work groups of various types). **Specific hypotheses** of a research are formulated:

H1: Joint growth of values of socio-psychological efficiency (group entitativity, group cohesion, personality's opulence of the group members) of the work group "*task team*" happens at use of the training module actualising processes of group dynamics *group identification and group standard setting*.

H2: Joint growth of values of socio-psychological efficiency (group entitativity, group cohesion, personality's opulence of the group members) of the work group "*team of specialists*" happens at use of the training module actualising processes of group dynamics *group identification, group standard setting and group cohesion process*.

H3: Joint growth of values of socio-psychological efficiency (group entitativity, group cohesion, personality's opulence of the group members) of the work group "*team of changes*" happens at use of the training module actualising processes of group dynamics *group identification, group standard setting, group cohesion process, group leadership and role differentiation*.

H4: Joint growth of values of socio-psychological efficiency (group entitativity, group cohesion, personality's opulence of the group members) of the work group "*management team*" happens at use of the training module actualising processes of group dynamics *group identification, group standard setting, group cohesion process, group leadership, role differentiation and group decision-making*.

Paragraph 2 At the first investigation phase has been carried out the *analysis of demand for training services of formation of the work groups in the Russian companies*. For the solution of this task poll of directors of HR management and heads of departments of training and development of personnel of the Russian companies has been organized and held to the period from August, 2013 to November, 2014. Selection of a research was made of representatives of 200 organizations: 132 heads of departments of training and development of personnel and 68 directors of human resource management. From them 73% of women and 27% of men, age from 25 to 56 years, length of employment in the organization on a position of the head of department of training and development of personnel or personnel director more than half a year. On the basis of the frequency analysis of answers of respondents we have allocated four types of a training for formation of the work groups popular in the organizations: "Inspiration", directed to improvement of an emotional background; "Challenge" directed to overcoming by group of obstacles and improvement of an emotional background and group unity; "Adjusting" directed to analysis and optimization of relationship in the work group; "Joint decision" directed to achievement of business result.

Proceeding from the analysis of the obtained data and the measured parameters of socio-psychological efficiency of the work groups and also estimated optimum characteristics of group dynamics of the work groups of various types, we have created estimated model of a research (Fig. 1).

Personality's opulence	Group dynamics processes: group decision-making	"Joint decision" training type		"Management team"
Group cohesion				
Group entitativity				
Personality's opulence	Group dynamics processes: group leadership, role differentiation	"Adjusting" training type		"Team of changes"
Group cohesion				
Group entitativity				
Personality's opulence	Group dynamics processes: group cohesion process	"Challenge" training type		"Team of specialists"
Group cohesion				
Group entitativity				
Personality's opulence	Group dynamics processes: group identification, group standart setting	"Inspiration" training type		"Task team"
Group cohesion				
Group entitativity				

Figure 1. Parameters of the socio-psychological effectiveness of the work groups and the characteristics of the group dynamics processes of socio-psychological training for the formation of work groups of various types

The program of the socio-psychological training for formation of the work groups of various types developed for a research is provided in **paragraph 3** of the empirical chapter. Development of parameters of socio-psychological efficiency of the work groups of various types became the purpose of the training. The program of the training contained four modules modeling the popular types of a training for formation of the work groups revealed by the results of poll. Each module has been directed to actualising of certain processes of group dynamics.

At the second investigation phase the program of the training developed for an empirical research has passed *the examination* of seven social psychologists experts, the practicing trainers among whom there were experts, masters and one candidate of psychological sciences. The procedure of expert assessment was carried out by each expert individually and included acquaintance with the program of the training and also an opportunity to ask the specifying questions about features of the program. All seven experts have pointed to correctness of the used exercises for actualising of necessary processes of group dynamics and also have noted the general adequacy and expediency of the program of the developed training.

Paragraph 4 contains the third and fourth stages of an empirical research. The operationalization of concepts is given in the paragraph, it is noted that for check of hypotheses psychodiagnostic techniques are used: "Seashore's Group Cohesiveness Index" of S. Seashore (Fetiskin, Kozlov, Manuylov, 2002), pictural test "Group Entitativity Measure" (Gaertner, Schopler, 1998), "Technique of assessment of opulence of aspirations" (Petrovsky, 2009). Re-

spondents filled out identical forms five times (before and after each module of the training program) (Alyabina, Zverev, 2016). The scheme of an order of filling of forms is given below (Fig. 2).

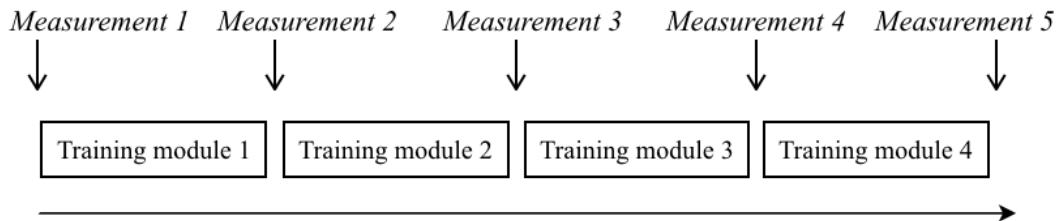


Figure 2. The procedure for filling out forms by respondents

Selection of the third investigation phase was made of 161 representatives of the commercial organization (federal retail company) aged from 18 up to 48 years, men and women. In total in the research 20 training groups made of 6-13 people each have taken part, in total 161 persons. From them 124 men and 37 women. Each of the groups participating in a research was ranked as one of four types of the work groups based on the *description of functions* (Tab. 2).

Table 2. Characteristics of the sample of the third stage of the study

Work group type	Role in the organization	Number of groups	Number of people
Type 1. "Task team"	Employees of the department of corporate sales	5	40
Type 2. "Team of specialists"	Employees of contact centers; retail outlets staff	5	40
Type 3. "Team of changes"	Project groups on development of the service; corporate trainers	5	40
Type 4. "Management team"	Heads of departments	5	41
Total		20	161

By means of Kolmogorov-Smirnov's criterion it has been revealed that there is no normal distribution of values in selection of measurements therefore we applied nonparametric statistical criteria of the analysis of data to the further analysis.

For determination of *differences in efficiency of application of types of the training for formation of the work groups of various types of the work groups* we consistently used *Wilcoxon signed rank test*. For confirmation of each specific hypothesis of a research significant shifts had to be shown at a certain stage of training on each of the studied efficiency parameters. We have received confirmation of all specific hypotheses that meant confirmation of the main hypothesis.

In figures 3, 4 and 5 average results of measurements of the studied parameters and also statistical Z-values of check of the importance of shifts at stages of a appliance of the modules actualising optimum processes of group dynamics of the developed training for the work groups of various types are presented.

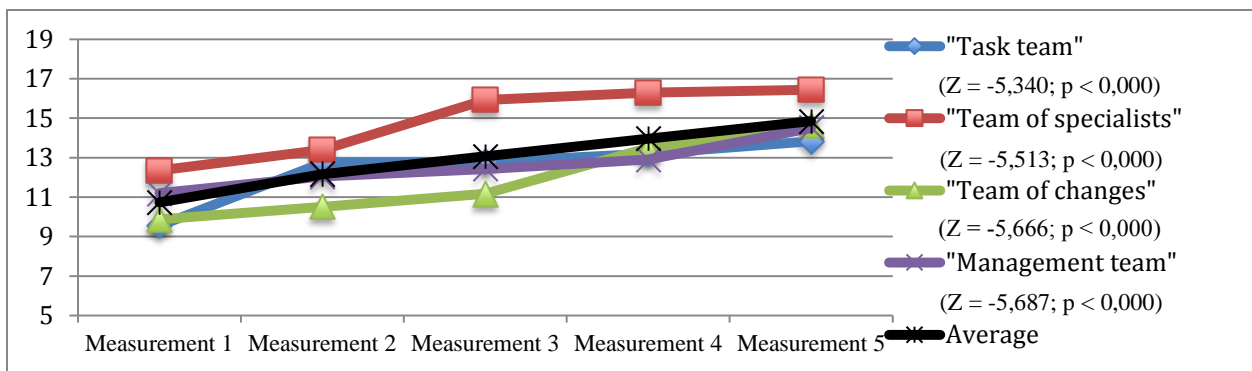


Figure 3. Average values of the level of group cohesion

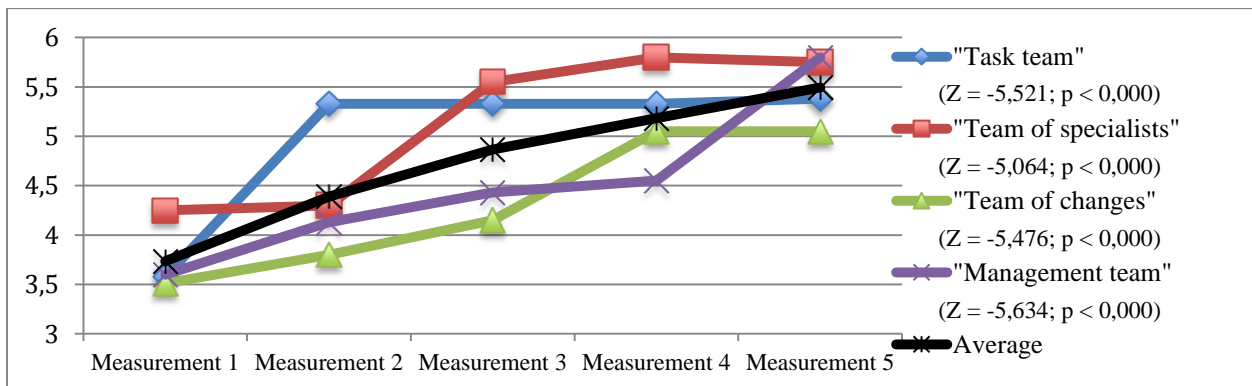


Figure 4. Average values of the level of group entitativity

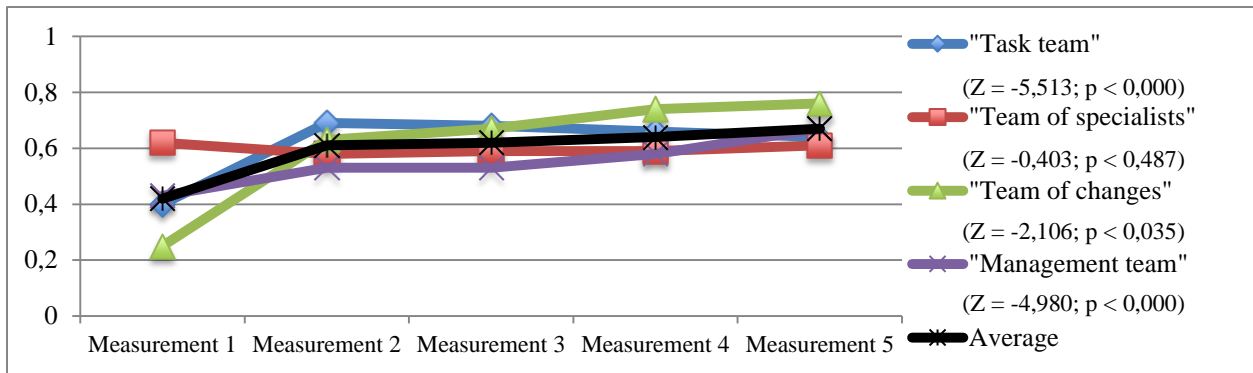


Figure 5. Average values of the level of personality's opulence

At the fourth stage of an empirical research expert assessment of the made conceptual scheme of a research (Fig. 6) has been carried out.

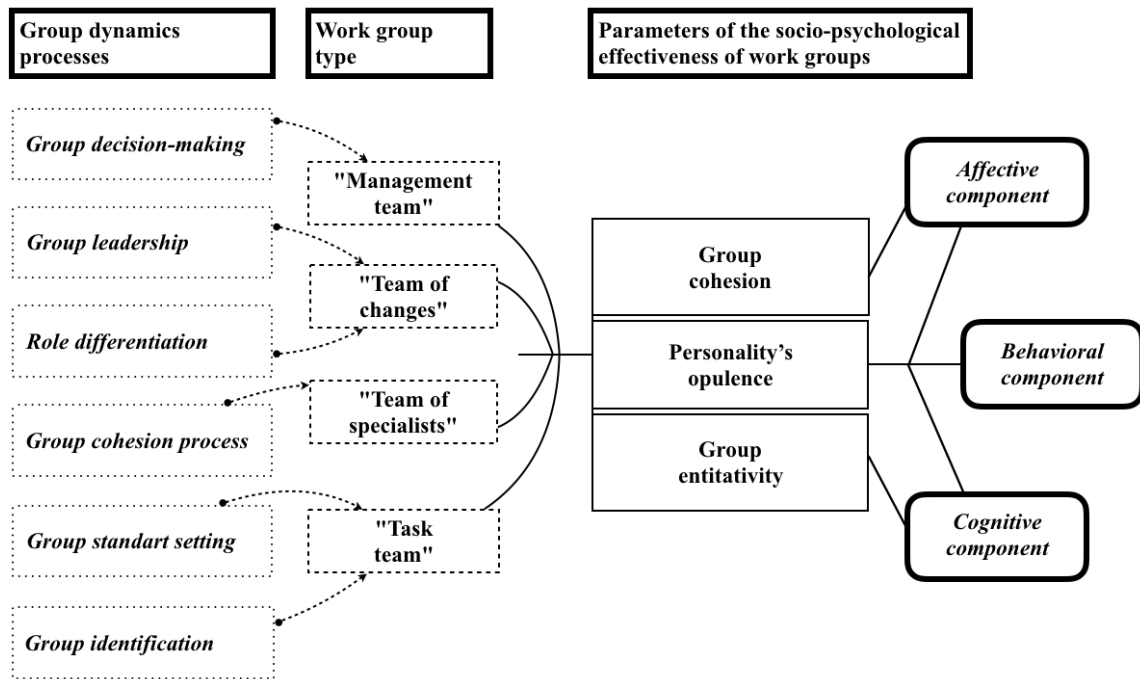


Figure 6. Conceptual scheme of the research

Selection of the fourth stage was made of ten experts in the field of formation of the work groups of high qualification. After the presentation of model participants of expert group were asked to anonymously estimate whether they support or not the developed conceptual scheme. 90% of experts have positively answered this question. In order to increase the specification of

expert assessment, we also asked experts to specify on a ten-point scale (ten is maximum) how they support author's developments. The average result of the answer to this question was 8,5 points. One person evaluated the scheme with 6 points, three gave 10 points.

For assessment of the practical importance of a research experts were asked how probable on a ten-point scale (ten is maximum) that the developed scheme will be useful to them in professional activity. The average result of the answer to this question was 7,9 points. One person gave 5 points, one – 10 points.

In paragraph 5 it has been discussed and shown that the conducted dissertation research is successfully completed: the hypotheses are confirmed, the tasks are resolved that allows to formulate conclusions and practical recommendations in paragraph 6.

MAIN RESULTS OF THE DISSERTATION

1. Recommended processes of group dynamics of formation of the work groups of various types that are needed for formation of the work groups are defined, among them: group identification, group standard setting, group cohesion process, group leadership, role differentiation and group decision-making.

2. Are determined parameters of efficiency of a socio-psychological training for formation of the work groups among which: group cohesion (emotional component), group entitativity (cognitive component) and also level of personality's opulence of group members (emotional, cognitive and behavioral components).

3. Working approach to measurement of efficiency of a socio-psychological training for formation of the work groups of various types by means of assessment of development of parameters of socio-psychological efficiency of the work groups is revealed: group cohesion – with use of a technique "Seashore's Group Cohesiveness Index" for its measurement, group entitativity – with use of the pictural test "Group Entitativity Measure" for its measurement and also level of personality's opulence of group members – with use of "Technique of assessment of opulence of aspirations" of V. Petrovsky for its measurement.

4. Following the results of expert poll, four main popular types of the training for formation of the work groups are allocated and characterized: "Inspiration", "Challenge", "Adjusting" and "Joint decision".

5. Optimum characteristics of group dynamics of the work groups of various types (on Y. Zhukov, A. Zhuravlev, E. Pavlova's typology) are established (Tab. 3).

Table 3. Group dynamics optimal characteristics in the socio-psychological training for the formation of work groups of different types

<u>Work group type</u>	<u>Training type</u>	<u>Group dynamics characteristics</u>
<p>"Task team" <i>(narrow range of activities, low interchangeability of members)</i></p>	<p><u>"Inspiration"</u> (aimed at improving the emotional background)</p>	<p>Group identification, group standart setting</p>
<p>"Team of specialists" <i>(narrow range of activities, high interchangeability of members)</i></p>	<p><u>"Challenge"</u> (aimed at improving the emotional background and increasing group cohesion)</p>	<p>Group identification, group standart setting, group cohesion process</p>
<p>"Team of changes" <i>(wide range of activities, low interchangeability of members)</i></p>	<p><u>"Adjustment"</u> (aimed at improving the emotional background, increasing group cohesion and training of group work skills)</p>	<p>Group identification, group standart setting, group cohesion process, group leadership, role differentiation</p>
<p>"Management team" <i>(wide range of activities, high interchangeability of members)</i></p>	<p><u>"Joint decision"</u> (aimed at improving the emotional background, increasing group cohesion, training of group work skills and solving business problems)</p>	<p>Group identification, group standart setting, group cohesion process, group leadership, role differentiation, group decision-making</p>

PRACTICAL RECOMMENDATIONS

1. The results received in the research can be used during the preparation of lecture and seminar classes in university in the fields of organizational psychology and management.

2. It is expedient to use the developed typologization of factors of efficiency of the training for formation of the work groups of various types in the different fields of practical social psychology for an explanation and systematization of process of formation of the work groups in the organizations.

3. The offered approach to technology of formation of the work groups can be used by the practicing professional psychologists, trainers, facilitators and moderators when developing training exercises and programs for formation of the effective work groups.

The directions of a further research of factors of efficiency of a training for formation of the work groups of various types consider further continuation of an empirical research in various conditions.

AUTHOR' S PUBLICATIONS ON THE TOPIC OF DISSERTATION

The main content of the thesis is presented in 5 publications (total volume — 3,8 p.s.; the author's contribution — 1,8 p.s.).

Publications in the leading peer-reviewed scientific journals and publications in the journals included in the list of State Commission for Academic Degrees and Titles [BAK in Russian]:

1. *Zverev D.A.* Obuchenie predprinimatel'ya i ego komandy v svyazi s krizisami samoopredeleniya i rosta [Training of entrepreneur and his team due to the identity and growth crises] / N.L. Ivanova, D.A. Zverev // *Psychology of education*. — 2014. — No. 12. 94-108.
2. *Zverev D.A.* Podbor, ocenka i obuchenie personala kak predmet issledovanij v psihologii biznesa [Recruitment, personal rating and education as a subject of investigation in business psychology] / N.L. Ivanova, D.A. Zverev, A.N. Toropova // *Psychology of education*. — 2014. T. 5. 111—128.
3. *Zverev D.A.* Formirovanie komand v kontekste organizacionnogo razvitiya innovacionnykh kompaniy [Team building in the context of organizational development of innovative companies] / E.A. Alyabina, D.A. Zverev // *Historical and social educational idea's*. — 2015. T. 7. 97—101.
4. *Zverev D.A.* Organizacionnoye razvitie vysokotekhnologichnykh predpriyatij posredstvom povysheniya effektivnosti formirovaniya komand [Organizational development of high-tech enterprises by means of improving the efficiency of team building] / E.A. Alyabina, D.A. Zverev // *The Review of Economy, the Law and Sociology*. — 2016. — № 3. 7—12.

Other publications:

5. *Zverev D.A.* Tekhnologiya simulyativnogo treninga dlya razvitiya sistemnogo myshleniya i razvitiya upravlencheskix komand [The technology of simulative training for management teams] / A.S. Eliseenko, D.A. Zverev // *Organizational psychology*, 2013. – T. 3. — No. 3. 97 — 112.