

Lecture 7.

Methodology for managing socio-psychological processes in the pharmacy team. Factors influencing the socio-psychological climate and its structure

Plan:

1. Communications. Communication functions
2. Types of communications in an organization
3. Forms of communication
4. Communication process.
5. Groups in the pharmacy team
6. Methods, techniques, styles of workforce management
7. Factors that influence the state of the socio-psychological climate in the team
8. The structure of the socio-psychological climate of the team

For effective planning of training for managers of pharmacy organizations, knowledge of the socio-psychological characteristics of specialists is of great importance. In modern conditions, increasing the education and awareness of managers of pharmacy organizations in the field of social psychology provides not only an economic effect, but also increases the level of culture of management activities.

1. Communication (from Latin *ommunicatio* - “common”, “shared by all”) in a broad sense - the exchange of information between individuals through a common system of symbols.

The main goal of communication is to obtain from the receiving party an accurate understanding of the sent message.

Almost everything that happens in an organization is in one way or another connected with **communication processes**, which makes them a significant means of ensuring the integrity and functioning of the organization.

Communication functions:

Informative - transfer of information, provision of necessary information for decision-making;

2. Motivational - encouraging employees to perform tasks better using persuasion, suggestion, requests, orders, etc.;

3. Control - tracking employee behavior in various ways based on hierarchy and formal subordination;

4. Expressive - emotional expression of feelings, experiences, attitude to what is happening.

2. Types of communications in the organization

Intraorganizational communications are divided according to the communication channel into **formal** and **informal**.

Formal communication channels are directly determined by the structure of the organization, its leading goals and objectives. **Informal communications** are those contacts that occur outside and in addition to formal communication channels. They include a number of varieties:

1. informal contacts between ordinary members of the organization;
2. informal connections between the manager and subordinates;
3. informal external communication connections between the leader and the environment (the phenomenon of “big connections” of the leader).

3. Forms of communication

Dialogue is a type of speech communication carried out in the form of a verbal exchange of remarks between two, three or more interacting interlocutors. In the narrow sense, two-way exchange of information between people both publicly and through the media. In a broader sense, it is the horizontal transfer of information, in the process of which the communicator and the recipient take an equal part.

Discussion (from Latin *discussio* - consideration, research), public discussion of any controversial issue or problem; dispute. The two most important characteristics of a discussion that distinguish it from other types of dispute are publicity (presence of an audience) and argumentation. When discussing a controversial (debatable) problem, each side, opposing the opinion of the interlocutor, argues for its position. Discussion is a type of argument as a verbal competition.

The main forms of **business communication** include discussions, conversations, meetings, sessions, negotiations, briefings, press conferences, presentations, and receptions on personal matters.

Telephone conversations, official correspondence using fax machines, e-mail, the Internet and other devices are also means of business communication.

4. Communication process is the exchange of information between two or more people.

The main goal of communication is to achieve an understanding of the information being exchanged, i.e. messages. But the mere fact of exchanging information does not guarantee that the process was successful. You've certainly encountered examples of ineffective communications with friends, family, or colleagues. To better understand the essence of this process and what determines its effectiveness, it is necessary to have an idea of what stages it consists of.

The communication process includes four basic elements:

1) Sender is a person who generates an idea or selects information for transmission.

2) Message - actual information encoded into symbols.

3) Channel - a means of transmitting information.

4) Recipient - the person to whom the information is intended and who interprets it.

During communication, the sender and recipient go through several interconnected stages. Their job is to compose a message and use a channel to convey it so that both parties have the same understanding of the original idea.

Communication stages:

1. Generating an idea.

2. Encoding and channel selection. Before conveying an idea, the sender must encode it into certain symbols: words, intonation and gestures (body language). It is this encoding that turns an idea into a message.

3. Broadcast.

4. Decoding.

Decoding is the process of translating the sender's symbols into the recipient's thoughts. If the symbols chosen by the sender have the same meaning for the recipient, he will correctly understand what the sender meant when formulating the idea. If no reaction to an idea is required, the communication process can be considered complete.

5. Groups in the pharmacy team

One of the conditions for effective management is the use by the manager of the full potential of professional groups and teams.

In a pharmacy setting, both formal and informal groups can exist.

Group is a concept denoting a certain number of individuals involved in certain types of activities and connected by a system of common goals and relationships. A team is a social group of a high level of development.

Formal groups are groups created at the will of management, according to a pre-thought-out plan for organizing the production process. There are three main types of formal groups: management groups, production groups, and committees.

The manager's group consists of the manager and his direct subordinates, who, in turn, can also be managers. For example, the director of the pharmacy and heads of departments.

A production team usually consists of individuals working together on the same task. For example, a group of workers producing extemporaneous medicines.

Committees are a group within an organization formed to accomplish a specific purpose. They are most often used to advise an organization on issues of particular importance. For example, the board of directors (company board).

Informal groups are groups that spontaneously arise as a result of the interaction of people in the process of work. The work environment is very favorable for the formation of informal groups. Thanks to work, people come

together every day and, in the process of communication, exert an emotional influence on each other, which creates the basis for ever-increasing interaction between people: joint dinners, joint recreation, etc.

Belonging to informal groups can provide people with psychological benefits that are as important as the wages they receive. The most important reasons for people joining informal groups: a sense of belonging, mutual assistance, mutual protection, close communication. Very often, the creation of an informal group is a spontaneous reaction to unmet individual needs in a formal group.

Informal groups have much in common with formal groups. They also have a hierarchy, leaders and tasks.

A leader is a person who has the ability to influence other people to achieve a certain result. A leader (manager) is an official who, in accordance with his duties, must influence people. A manager cannot always be a leader at the same time.

Informal groups can either increase the effectiveness of a formal organization or reduce it. Psychologists recommend observing the following principles of managing an informal group:

1. Recognition of the existence of an informal group and cooperation with it and with the group leader.
2. Encouraging those members of the informal group who contribute to the achievement of the organization's goals.
3. When planning changes in the organization (introduction of new technologies, reorganization of the structure), it is necessary to take into account the possible negative impact on the informal group.
4. Involvement of an informal group in decision-making in the process of implementing changes.
5. Timely release of new information to prevent the spread of rumors.

6. Methods, techniques, styles of workforce management

One of the tasks of a manager in the process of joint activities of people is to organize and regulate interaction and relationships in the department, creating a favorable socio-psychological climate. **The socio-psychological climate** is the relatively stable psychological mood of its members prevailing in a team, as well as the interpersonal relationships prevailing in the group.

The main factors that shape the socio-psychological climate are: the level of development of relationships in the group, leadership style and personality traits of the manager, working conditions, professional composition of the team. A favorable socio-psychological climate helps to increase labor productivity.

To assess the level of socio-psychological climate, questionnaires are most often used. The assessment uses objective and subjective indicators. Objective indicators are: the state of discipline, the level of staff turnover, etc. Subjective indicators are: the degree of job satisfaction, the authority of the manager, relationships with colleagues, etc.

The creation of a favorable socio-psychological climate is facilitated by teamwork methods, which consist of assembling a team to perform a task depending on the compatibility of team members and the team's ability to interact with other departments and organizations.

7. Factors that influence the condition socio-psychological climate in the team

The most important problem in studying the socio-psychological climate is identifying the factors that shape it. The most important factors that determine the level of psychological climate of a production team are the personality of the leader and the system of selection and placement of administrative personnel, as well as the personal qualities of the leader, style and methods of leadership, the authority of the leader, as well as the individual characteristics of team members.

Let us consider in more detail the factors that influence the formation of a certain socio-psychological climate in the team:

1. Compatibility of its members, understood as the most favorable combination of employee properties, ensuring the effectiveness of joint activities and the personal satisfaction of each. Compatibility is manifested in mutual understanding, sympathy, and empathy between team members. There are two types of compatibility: psychophysiological and psychological. Psychophysiological is associated with the synchronicity of individual mental activity of workers (various endurance of group members, speed of thinking, peculiarities of perception, attention), which should be taken into account when distributing physical activity and assigning certain types of work. Psychological involves an optimal combination of personal mental properties: character traits, temperament, abilities, which leads to mutual understanding. Incompatibility manifests itself in the desire of team members to avoid each other, and if contacts are inevitable - in negative emotional states and even conflicts.

2. Behavioral style of the leader, manager, owner of the enterprise

3. Successful or unsuccessful progress of the production process

4. Applicable scale of rewards and punishments

5. Working conditions

6. Family situation, outside of work, conditions for spending free time

Depending on the nature of the socio-psychological climate, its impact on the individual will be different - it will stimulate work, lift spirits, instill cheerfulness and confidence, or, conversely, act depressingly, reduce energy, and lead to production and moral losses.

In addition, the socio-psychological climate can accelerate or slow down the development of key employee qualities necessary in business: readiness for constant innovation, the ability to act in extreme situations, make non-standard decisions, initiative and enterprise, readiness for continuous professional development, a combination of professional and humanitarian skills. culture.

It is safe to say that the mood of the entire team, its ability to work and the achievement of success depend on the leader's style of activity, his behavior, appearance and well-being. You cannot count on the fact that the necessary relationships in a team will arise by themselves; they must be consciously formed.

8. Structure of the socio-psychological climate of the team

An essential element in the general concept of socio-psychological climate is the characteristics of its structure. This involves calculating the main components within the phenomenon under consideration according to some unified basis, in particular according to the category of relationship. Then, in the structure of the socio-psychological climate, the presence of two main divisions becomes obvious - people's attitude towards work and their attitude towards each other.

In turn, relationships with each other are differentiated into relationships between workmates and relationships in the system of leadership and subordination. And ultimately, the entire diversity of relationships is viewed through the prism of two main parameters of mental attitude - emotional and objective.

By subject-matter we mean the direction of attention and the nature of a person's perception of certain aspects of his activity. Under the tonal one is his emotional attitude of satisfaction or dissatisfaction with these aspects.

The psychological climate of the collective, which reveals itself primarily in the relationships of people to each other and to the common cause, is still not exhausted by this. It inevitably affects people's attitudes towards the world as a whole, their attitude and worldview. As a result, a certain structure of immediate and subsequent, more immediate and more indirect manifestations of the socio-psychological climate is created. The fact that the attitude towards the world (the system of value orientations of the individual) and the attitude towards oneself (self-awareness, self-attitude and well-being) fall into the rank of subsequent, and not immediate manifestations of climate, is explained by their more complex, multiply mediated dependence not only on the situation of a given team, but also on a number of other factors, on the one hand, macro-scale, on the other, purely personal.

Indeed, a person's relationship to the world is formed within the framework of his way of life as a whole, which is never exhausted by the objects of one or another, even the most significant group for him.

The situation is similar with the attitude towards oneself. Each member of the team develops a behavior style, performance assessment, attitude to work, etc. that is appropriate to the socio-psychological climate. A person's self-awareness develops throughout his life, and well-being is significantly dependent not only on his status in the work collective, but often to an even greater extent on the family situation and physical health of the individual. This, of course, does not remove the possibility of considering the individual's self-esteem and well-being in this particular group and depending on it. The well-being of an individual in a team is reflected in the individual's relationship to a particular group as a whole, the degree of satisfaction with his position and interpersonal relationships in the group.

Each member of the team, on the basis of all other parameters of the psychological climate, develops in himself a consciousness, perception, assessment and sense of his "I" within this particular community of people that corresponds to this climate. A person's well-being, to a certain extent, can also serve as a known indicator of the degree of development of his spiritual potential. In this case, we mean a mental state that is largely determined by the atmosphere of the production team. From this point of view, the very well-being of an individual can be considered as one of the most general indicators of the socio-psychological climate. At the same time, it cannot be considered completely thorough in order to specifically judge all aspects of the socio-psychological climate in the team, or the extent of its effectiveness.