

# The Psychological Model of Training of State Managers

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## ABSTRACT

The article presents a psychological approach to management activities, on the basis of which a psychological model for training of public managers was developed. This article illustrates the explorative and practical activities of compiling the psychological portrait of managers.

## Keywords

manager, management activities, psychological qualities, professional qualities, psychological portrait.

The features of the development of modern society determine the relevant laws and regulations ensuring its prosperity and of functioning, which are mainly determined by the creation and implementation of a multi-level public administration system. One of the most critical objectives of this system is the psychological component, which determines the human recourse policy and the reliability of activities of public managers.

It is important to note that currently there is a trend to significantly increase administrative staff. Many functions performed by people in the past are to technical systems and devices; Human activities increasingly acquire an intellectual character (mostly creative and administrative). The changes of human activities create a more complicated working environment which mainly affects the psyche of an individual. Accordingly, the requirements to mental qualities and individual characteristics are increasing. Nowadays, it is essential to know everything about a person to ensure his development, training and retraining, psychological compliance with duties and psychological support of daily life in the modern world.

It should be noted that there is a lack of researches on psychological qualities of managers. The majority of studies mainly focus on professionally important psychological qualities (PIPQ). This approach limits the possibility of exploring a person as a system where all qualities and properties are closely interrelated and interdependent.

For instance, the psychological selection of managers appreciates different features of cognitive processes (memory, thinking, etc.) and not take into account several important characteristics such as spiritual and moral patterns. Particularly interesting is the fact of creation of various ethical commissions in state structures.

The critical and comparative analysis of scientific, practical and applied literature on various problems of psychology of management the development of a model for training, retraining and psychological support of daily life and work of current and future public managers in the system of the Public Administration Academy of the Republic of Armenia (PAARA).

Over the past six years, the Department of Psychology of Management PAARA has conducted theoretical and experimental psychological studies of activities of public

managers of various ranks. Based on the studies three levels of managers are classified.

- performers (the lowest level in the management structure),
- middle (according to psychological tension, this level is considered the most stressful),
- high (decision makers).

In the monograph "Features of the psychological selection of managers," (in Armenian), the characteristics of PIPQ and the stages of psychological selection of managers are identified, moreover the adapted methods and research techniques are illustrated [3].

It should be noted, that PAARA conducts various training courses for the improvement of qualifications of state managers of different levels.

The psychological survey of students of these courses, implemented to identify the critical problems and tasks of their activities, shows that there is a lack of trainings in the psychological direction:

- Psychological patterns of communication
- Managing of emotional situation
- The ability to quickly know a person
- The ability to make appropriate decisions
- Properly and correctly organize a conversation

This list can be continued, but, unfortunately, nowhere in the vocational training system for managers (besides master's program) to the development of appropriate competencies, skills and abilities for effective management.

As a result, the vast majority of managers are good specialists in their professional areas (economics, medicine, jurisprudence, etc.) but they do not have enough knowledge in management field.

Based on the survey results of PAARA the retraining programs in the professional development courses have been changed. Currently, 80% of subjects are related to various psychological disciplines. The most important is not the transfer of theoretical psychological knowledge to managers, but the formation and development of psychological abilities and skills for effective management.

The psychological policy of the PAARA has a strategical importance. It provides a basic approach to management activities.

The PAARA implements the research and practical activities in several stages:

1. At the time of application for admission to PAARA a test of identifying individual psychological characteristics of future undergraduates by 25 parameters. These studies make it possible to organize a psychological service for accompanying the training and life activities of undergraduate students through psychological consultations and trainings.
2. At the beginning and the end of the master's program the managerial qualities of undergraduates are by 37 parameters. The results of researches allow us scientifically evaluate the effectiveness of the program of future managers

and accordingly organize the work of the psychological service.

3. After the completion of the master's program together with the diploma, the psychological portraits "Psychological passports" of graduate students are provided. That portrait describes psychological and managerial characteristics of future managers. The "psychological passport" also emphasizes some recommendations for areas of activities, in which this master student can be successful.

On the basis of "psychological passport", the following activities can be organized: personnel policy of state structures, psychological selection for a position, effective activity and career growth of managers.

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