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## **SOCIONICS TECHNOLOGIES FOR EFFECTIVE MANAGEMENT AND STAFF CONSULTING**

### Introduction

Socionics is the intensive development branch, situated on the bound of psychology, sociology and information science with the use of the discoveries in the information structures branch, from the alone man psyche till the collective as a whole. The socionics is based on the discovery in the field of the human psyche structure, registered in Russia on 1995 and awarded by the P. L. Kapitsa medal. The C. G. Jung typology relations leads to the Jung-Augustinavičiūtė 16 mental types as well as to the description of the mental type inner structure, consisted of the 8 mental functions: *thinking (logic)*, *feeling (ethic)*, *sensation* and *intuition* in the *extraverted* and *introverted* directions. The socionics possesses the 16 types of transactions, designed for description of the 256 mental types relations, including the most comfortable and the conflictable as well. **The socionics provides to predict the relations character and the degree of the business**, information and psychological compatibility of the people before their joining in one collective, i. e. to solve the “back task” of sociometry.

### Socionics technologies for effective management

In order to improve the staff coordination methods and the staff potential effective usage the specialists of the International Institute of Socionics have developed from 1991 till 2021 **the methods for the consulting and staff audit and introduced these methods in the collective of more than 150 organizations, including RAO «Gasprom», firms, banks, trade and municipal structures.** The recommendations were given and the work was produced for the collaborators displacement and appointment as well as for the reorganization of existing and the formation of new collectives with the provision of the best collaborators compatibility. The socionics methods showed their effectiveness under the staff selection and distribution, especially on the leading positions, what provided in some cases **to improve significantly the situation in collectives by the formation of the orders internal coordination and the collectives controllability.** Under the mentioned methods usage in some cases the small staff replacement provides the essential change of the information structure, the collective activity style and the work effectiveness increase.

The socionics methods, based on the knowledge of the psyche information structure, provide the following:

1. The complete person description, including his strong and weak features, activity style, service perspective in certain organization. The personal information is presented in standard form which is suitable for the usage by officials.
2. The determination of the degree of the natural psychological, informational and professional compatibility of the staff members, what provides for the chief the tool of the directed formation of the collective in order to transform in into a unite team, with the more effectiveness compared with usual collectives, formed by occasion.
3. The provision of the staff effective usage and the increase of their efficiency in the optimally formed collective, what provides to produce the same or the more volume of works under the reorganization, shortening or amalgamation.
4. The staff fluctuation reducing by the formation of the favourable psychological and labour climate in the collective.
5. The collective controllability improvement.

6. The compatibility prognosis for the people, which have not meet before.

The socionics recommendations have not a temporary but a permanent character.

The reduce or elimination of tension in collective causes the rise of the members «resistance» to the possible undesired social-economical factors (for example, the salary delay), what is objectivity expressed by the positive coefficient of comfort and interaction efficiency of the collective members (these signs are determined by the International Socionics Institute methods using the special program packet. In opposite, in the collectives with a negative coefficients of comfort and interaction, the conditions are usually unstable, what provides the increase of strikes etc. under the modern economical situation (the tensions in collective find a form for their display).

The socionics methods provide the essential improvement of the psychological and labour climate in the collective by the change or replacement of some its members. In some cases it provides to avoid the total reorganization of the badly working collective. Under the staff replacement impossibility by objective reasons the chief obtains the recommendations in respect of the relations with certain collaborators and the total tension reducing on the psychologically strained parts of the collective.

Under the organization amalgamation it is possible to produce the staff optimal selection, because under the formal approach it occurred the interaction of the collaborators with the contradictive styles of work, including the conflictable ones. It is possible to form the functional, information and psychological structure of organization for certain aims with the optimal collection of the psycho-information types of collaborators.

The socionics methods provide to form the collectives and to select the candidates for the vacancies, especially the key ones, with the provision of the whole psychological, informational and professional compatibility.

The socionics provide to produce the effective work with the staff reserve, suitable for the put problems solution. The necessary succession is achieved as well as the aimed change of the work style of organization or its part. The unchecked staff appointments are able to make worse the collective work according to the bad compatibility of the chief with his subordinates.

The socionics provides to consider and to correct the integral psychoinformation type of collectives and organizations as well as the degree of their correspondence to their work and also the degree of the resonance or the chief type correspondence to the collective one, what is brightly displayed in real life.

On the base of the collected information it is produced the prognosis modeling of the possible staff replacement under the real time regime, what provides the chiefs to make the optimal solutions for the distribution, selection and usage of the staff.

The **formation of quality cells** by the Japanese sample is also possible in productive collectives. However socionic methods enable to form groups deciding tasks much more effectively, than randomly assembled ones. This also concerns the problems of "brain storm". With the help of socionic technologies it is possible to form groups, in which a resonance between individual mentalities appears and "collective hyperbrain" is formed during decision of problems. Repeated experiments carried out in International Socionics institute show a high overall performance of such groups. Thus the complex problem is solved with multilateral consideration of all its aspects in a short time (10–12 minutes). The similar groups in collective management are rather effective.

At the same time there are groups, in which the transfer of the information is complicated, and the problems are solved with the hard work. Evidently **the socionic technologies give significant advantage to organizations using them in conditions of market competition.**

Knowing socionics it is also possible **to estimate the business partners**, to prognosis their behavior, their degree of reliability, to develop strategy of business negotiation and to determine the prospects of cooperation. Socionics helps to understand **motives of other people**, and this enable to make the decisions on co-operation forms with certain partners.

**The socionic analysis of activity of the enterprise or firm allows to determine its weak features**, a degree of its vulnerability under the change of market situation or actions of the competitors and to accept the appropriate measures.

The distribution of functional roles in collective or small group is closely connected with socionic, psycho-informational structure of collective. It allows purposefully **to form resonant collec-**

tives in scientific, humanitarian, social, productive, technological and other fields depending on the certain task [15, 17, 19, 83].

In the socionics the M. Belbin conception about the managers' functional roles was proved and developed. The all 8 social roles in group, described by M. Belbin, take their correspondence with the 8 model A functions. Such quanting of the group psycho-information space can be generalized for the more wide collectives, but in this case it is necessary to use the more differentiated model B. **The considered connection provides the purposeful construction of the working groups taking into account the socionics regularities.**

The working group structure			
1. <i>Chairman</i>	●	□	2. <i>Shaper</i>
4. <i>Completer Finisher</i>	⌒	▲	3. <i>Plant</i>
6. <i>Team Worker</i>	⌒	△	5. <i>Resource Investigator</i>
7. <i>Monitor Evaluator</i>	○	■	8. <i>Company Worker</i>

## Conclusion

The socionic methods have shown the efficiency in business-structures, in banks, insurance and broker companies, in management teams, in industrial collectives of the most various structure (production of minerals, construction, production of drinks, mechanical engineering, repair, transport, departments of a Management Information System etc.), in trade (from single shop up to associations), in sphere of service, medicine and tourism. So, the studies have shown necessity of socionics application in acquisition of crews in the aircraft. This is also true for crews of the space ships, submarines, ships of distant navigation, for crews of battle machines, groups of the special assignment (fire protection, the ministry of extreme situations staff members, special mission troops, etc.), for Polar and other expeditions.

All the noted methods and results have the practical applied character and at the same time they provide the manylayers standard description. It provides to press and conserve the great information massive about the staff potential of collective, beginning from certain collaborator and still to the collective as a whole.

Now International Institute of Socionics develops the program **of training of personnel service staff of enterprises in socionic technologies.**

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