



## CONSULTING AS A RESOURCE FOR PROFESSIONAL AND PERSONAL DEVELOPMENT OF LEADERS OF TERRITORIAL INTERNAL AFFAIRS

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### **Annotation:**

The article considers psychological counseling as a kind of psychological support for the heads of territorial bodies of internal affairs, analyzes the normative legal acts of the Ministry of Internal Affairs that regulate this work. The range of tasks of organizational psychological counseling and developing counseling is outlined. Types of individual psychological counseling such as counseling-support, counseling-training, counseling-correction are described; the main content and goals of each type are disclosed. The group correctional-developing forms of work with officers are considered. Difficulties of psychological nature typical for a manager as a subject of management are indicated subject to specific character of managerial activity in the organs of internal affairs. Among them we can distinguish the reluctance of the manager to recognize the presence of problems, the outspoken attitude of the leader, the desire to shift the responsibility for the managerial decisions on psychologist, the subordination relationships between the head and the consulting psychologist, the dependence of advisory alliance quality on the proper space-time structuring.

### **Keywords:**

Psychophysiology, psychological counseling, head of the territorial body of internal affairs, professional and personal development, developing counseling

The recruitment of a balanced, competent, highly professional management level is based on the training of personnel capable of solving law enforcement tasks, meeting the requirements of the state and society. Consequently, "the appointment to management positions is carried out taking into account not only professional requirements, experience, qualifications, but also individual psychological characteristics, psychological potential of the employee's personality."

There are various approaches to the definition of the term "psychological counseling".

The most complete definition, in our opinion, is given by R. Kociunas: "Psychological counseling is a set of procedures aimed at helping a person in solving problems and making decisions about a professional career, marriage, family, personal improvement and interpersonal relations. Counseling helps a person to choose and act on their own; learn new behavior; promotes personal development". It follows from the definition that psychological counseling as a type of psychological assistance helps to solve a different range of problems or

difficulties of a psychological nature. Psychological help from a counselor psychologist is in demand by employees of the internal affairs bodies when getting out of crisis life situations, depressive states, in the prevention of professional burnout, in resolving office and family conflicts, etc.

It is preferable to discuss specific problems of effective implementation of management activities individually, based on the principles of professional ethics. The following types of individual psychological counseling can be distinguished:

- consultation support,
- consultation-training,
- consultation-correction.

Along with individual forms of psychological counseling, group work is also effective. As a rule, group work with leaders is carried out in the form of classes on the development of psychological and managerial potential, trainings, business games, educational debriefings, focus groups. I. Ye. Reutskaya substantiated the importance of carrying out correctional and developmental work with managers in case of difficulties in the professional growth of a person by creating "Balint groups".

During such trainings, leaders learn not only to express a problem, but also to carry out empathic listening (when one leader talks about his problem, and the group acts as a support that can not only empathize, but also help in developing strategies for effective behavior).

There are certain difficulties in conducting psychological counseling with novice leaders. These include:

1. The reluctance of the leader to admit the existence of problems. Avoiding admitting problems and difficulties is characteristic of overly self-confident, arrogant leaders who strive to achieve success in career advancement. In the course of counseling, the manager tries to demonstrate to the psychologist his importance, competence, and the absence of difficulties in the implementation of a managerial career. However, problems and difficulties in the interaction of a novice manager with subordinates are identified, expressed problems of organizing the activities of a unit in the course of social and psychological research, during conversations with employees, or an indication of the need to conduct individual work with a newly appointed leader comes from the higher management. The main barrier in such psycho-advisory interaction is the establishment of a constructive dialogue with the manager, the use of techniques that would allow a novice manager to look at himself from the outside.

2. An outwardly blaming position is characteristic of self-confident leaders who do not strive for self-development. Such leaders explain the mistakes by coincidence of circumstances, external factors, they are not inclined to reflection, analysis of their mistakes and shortcomings in the organization of operational and service activities and interpersonal interaction. External factors justifying his omissions are a predecessor, a team or individual employees, a superior manager, the general system of organizing activities, imperfection of personnel policy, etc. activity falls on the leader.

3. The desire to shift responsibility for the decisions made to the psychologist is inherent in insecure leaders, who at the same time consider themselves to be effective managers. The leader demonstrates an interest in the psychologist's point of view on management and performance issues. Even without sharing the views of the psychologist, the leader acts as he is offered. In case of failure, the psychologist is to blame and is responsible for unresolved problems. It is difficult for a psychologist who does not have sufficient experience in conducting psychological counseling to cooperate with such a leader. At the same time, the manager wants to receive ready-made advice, avoiding independent analysis of problems and developing a strategy for overcoming them.



The difficulties listed above, of course, are not insurmountable, and their influence can be leveled, taking into account the peculiarities of the activities of the head of the internal affairs bodies, observing the therapeutic norms in counseling, increasing the professional competence and authority of the consultant psychologist.

The practice of psychological work shows that special attention should be paid to managers at the beginning of the development of a managerial career. It often happens that the preparation for the activities of a potential leader has been carried out sufficiently within the framework of work with the personnel reserve, but after being appointed to the position, the novice leader is not ready to fulfill his duties in terms of the effective organization of the activities of subordinates.

In a number of cases, there are communication barriers, avoidance of decision-making, avoidance of responsibility, indecision, which entails the formation of an inadequate management style. The consequence of this process is additional difficulties in career development at the first stage of entering the position, a decrease in the performance indicators of units, the formation of an unfavorable socio-psychological climate in teams.

So, exercising control over the territorial body of internal affairs, leaders face difficulties in adaptation when entering office, professional communication, style and methods of leadership, maintaining psychological stability and other problems of a psychological nature.

It turned out that they most often turn to a psychologist for advice on optimizing the socio-psychological climate in the team (86%), resolving conflict situations (80%), working with employees in need of psychological and pedagogical attention (13%). The respondents' answers also testify to the requests for advice on the formation of an individual style of activity (22%) and on issues of professional and personal growth and self-development (11%).

Resolution of conflict situations and optimization of the socio-psychological climate in the team are included in the range of tasks of organizational psychological counseling. According to L.N. Zakharova, "organizational psychological counseling is a process of cooperation between a manager and a psychologist-consultant, aimed at increasing the efficiency of the organization by improving the psychological competence of the manager in the field of human resource management."

In terms of a promising direction of psycho-counseling activities with the heads of internal affairs bodies, it is possible to outline the improvement and application of adapted methods of psychological counseling in order to increase autopsychological competence, professional and personal growth and reduce the risk of professional burnout. It seems to us urgent to further develop and test the technology of developmental counseling as an effective method of psychological support for the professional and personal growth of the head of the internal affairs bodies.

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