



Innovative Approaches in Business Psychology: A Comprehensive Review and Development Strategies in Jordan

Gharam Abdelaziz¹, Safwan Al Salaimeh²

¹ Assistant Professor, Business Administration Department, Aqaba University of Technology, Aqaba, Jordan.
Email: gharamali@gmail.com

² Professor, Software Engineering Department, Aqaba University of Technology, Jordan.
Email: ssalaimeh@aut.edu.jo

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ABSTRACT

The business sector in Jordan significantly impacts the economy, which has led to the development of disciplines like commercial psychology, business psychology, and industrial psychology. This paper discusses innovative solutions and developmental trends in these fields. Thus, the research of current methods and techniques allows us to define new models with great potential that can be used in further adaptations. The present paper is a systematic review that seeks to discuss the current practices and present new methods that can improve the efficiency of business psychology. By critically analyzing the literature, this research provides guidelines and suggestions for applying these sophisticated methods in the ideal setting, which is helpful for developing business psychology in different fields.



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Corresponding Author's Email: ssalaimeh@aut.edu.jo

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1. Introduction

This article aims to review the currently existing methods and technologies in the field of business psychology and evaluate the compatibility of the presented technologies and methods for carrying out serious work in business psychology.

Applied psychology aims to help individuals, groups, and corporate organizations solve their life problems in crises, whether personal problems or strict professional selection and competition in the business world. At the same time, the possibility of providing psychological assistance and support to the population was realized only a few decades ago in connection with creating a psychological service in our country. Psychology is becoming one of the "helping" professions, the primary purpose of which is to help a person adapt to difficult conditions of social instability, look at the situation from different angles, find alternative ways to solve it and find opportunities for change. Applied psychology is focused on organizing the interaction of professionals, primarily with clients and customers (Derkach A. A. , 2015; Holvy, 2005).

The main methods and technologies in modern applied psychology are active; they are aimed at noticeable and significant changes for the client himself and the whole organization (Derkach A. A. , 2015). A consequence of the country's socio-economic development at present is the growing need for the organization of an effective psychological service (Derkach, 2004).

The main content of this activity is the connection of goods and services with our own needs, and it is not particularly important whether the businessman himself produces these goods and services or whether he is engaged in what in recent traditions has been called "intermediation," but in reality, is an essential function of bringing goods and services closer to the consumer. The effectiveness of this activity is assessed by a very strict indicator of income or profit that a businessman receives from his activities, and relentless competition - the competition of existing businesses among themselves - forces us to constantly look for new ways to solve this problem (Derkach A. A. , 2015). Many unique features distinguish business, like any activity. Today, it is one of the most rapidly evolving forms of human activity. Moreover, the beginning of its new evolutionary leap is especially brightly observed precisely at the turn of the 20th century, during the last "revolution in business."

While psychology has been successfully applied in marketing, advertising, and management, particularly in staff motivation, group dynamics, and team building, it is largely overlooked in the more conservative aspects of business, specifically in personnel selection and evaluation (Chulanova, 2016). Businesses generally favored the manager's intuition and practical expertise as a trustworthy, cost-effective instrument. However, this neglect of psychology on the part of business is no reason why psychology itself should not make business the subject of its attention. Moreover, in today's life, business is one of the most massive areas of human activity, and the events occurring in this area largely determine the direction of human movement. Moreover, one of the most attractive topics for a psychological view of business is the life path of a person who realizes himself in this activity. A long, complex, and dangerous path may turn out to be the road of individuation and self-realization of a person, but it may also end in the collapse of hopes and a life crisis. The path passes through the stages of Entrepreneur, Manager, Investor, and Leader in business.

The key to success in business is the ability to build relationships with people. This holds equal importance in dealings with a corporate organization's customers, consumers, contractors, partners, suppliers, and workers. While relations in these areas develop according to their own rules, any infractions or unsuccessful actions by an executive will lead to the same outcomes. Whether your consumers disengage, partners sever ties, or your company's workforce disappoints, the outcome will inevitably be financial losses. The magnitude of these losses will decide the feasibility of sustaining business operations. As a person progresses in their professional career, they encounter an increasing number of such challenges. In order to effectively delegate, he must relinquish his power and control over the problem to others, demonstrating a profound trust in their professional and personal capabilities. He must have the skills to oversee huge groups of individuals effectively.

Of course, emphasizing the Jordanian situation inevitably introduces biases and distortions in presenting completely different topics in a "classical" business situation. This is noticeable, for example, when considering marketing problems or building founder relationships. However, at the same time, this "initial purity" of the Jordanian situation, perhaps, makes it possible to see more clearly those essential points that are almost impossible to see under the many years of layers of history of business development in other countries (Chulanova, 2016; Whitmore J., 2001).

2. Methods of Business Psychology

Methods of business psychology are all methods of scientific and applied psychological research (experiment, observation, psychological testing, analysis of products of activity, etc.), all varieties of the method of analyzing specific situations (including artificially created learning situations and role-playing tasks), as well as systematization methods and modeling (including modeling the behavior of market entities and market processes), designing and testing new technologies, developing programs, making forecasts, substantiating recommendations (Melnichuk A. S. , 2016).

Psychology and business are related much more closely than they might seem to someone who has not delved into the specifics of business psychology. Entrepreneurship implies mastery of effective management of productive forces and purposeful improvement of production relations. After all, everything new, the best, is still produced not by machines but by specific people in certain relationships with each other. It turns out that it is a well-

coordinated team of professionals that turns out to be the most important tool for any production, and the most important commodity an entrepreneur has to deal with is labor power, which has a different price depending on its quality and productive potential. One of the most important concerns of any entrepreneur is the comprehensive and continuous development of the quality of the work teams involved in the production process. Even having invented a new product or service and having correctly drawn up a technological scheme for their implementation, the production manager must exercise control over compliance with technological requirements, which obliges him to interact with people actively.

In addition to high qualifications and labor discipline, it is also necessary to have the most active diligence of the employee and harmonious interactions with each other of all team members, which cannot be achieved without high motivation to achieve better results in work. The art of motivation is not at all reduced to the manager's elementary verbal manipulations. Today's management is mastering contextual motivation strategies, the effectiveness of which is provided by professionals in human relations. So, managing employees' diligence and obedience becomes impossible without a professional psychologist's help.

Business is the development of people (improvement of the team), development through people (disclosure of the creative potentials of all participants in the business process), and development for people (the company's fulfillment of its social mission, which consists in the production of goods and services that improve the lives of the company's customers) (Holvy, 2005). Consequently, it is not economics and finances that turn out to be the main subjects of study for future executives, but it is psychology, the study of which leads to an understanding of the inner life of the people around. Business and psychology are close in their cultural sense. Business is the flowering of the unity of interested work, full health, and creative ideas. Psychology is a discipline focused on the development of working capacity, the strengthening of well-being, and the development by people of the resources of their deep endowments (Holvy, 2005). In a sense, executives and psychologists are colleagues engaged in the same thing - contributing to the development of people's lives. At the same time, the primary understanding, the completeness of which determines success in entrepreneurship and professionalism in psychological work, is the same - a person is the measure of everything. That is why modern entrepreneurship is unthinkable without professional psychologists' involvement in developing business teams. For today's businesspersons, a new understanding of the strategically important role of a psychologist in a private firm is becoming natural. The modern world is oriented towards developing other economic and business relations based on genuine mutual respect and responsibility of each for their own psychological culture (Whitmore J., 2001).

Through familiarization with the achievements of modern practical psychology, entrepreneurs increasingly understand the remarkable truth about the centrality of the subject himself for the development of his life world and about the complete plasticity of the psyche and its open accessibility to qualified creative influence. Not only a person is a function of his own life world, which includes various aspects and areas such as caring for children, self-realization, and the meaning of life. Sexual relations and social status, but the life-world itself, with the right approach to influencing a person, turns out to be a consequence of changes in the subject himself. A person's efficiency, diligence, and competence can vary significantly depending on the competent application of modern psychology methods. Today, psychological work with team members turns out to be an important factor in increasing a company's competitiveness, which does not cancel other factors that determine the effectiveness of a business group but is not replaceable by any other actions and decisions. The key to the successful development of a business process is the efficiency of thinking of an entrepreneur and the people involved in the orbit of joint activities with him.

First, I would like to outline the boundary of the area where we can talk about proper psychological methods. In scientific psychology, it is common practice to rank all facts of the subjective world, beginning with unconscious mental states, sensations, and experiences and ending with behavioral aspects, according to the criteria of having an appropriate measurement procedure and being used to measure the properties, functions, and patterns of mental phenomena. Also, things that come from man's material and spiritual civilization. An essential aspect of psychological methods is their reliance on the various psychological trends' understandings of mental processes. These trends informed the development of both

measurement procedures and methodological techniques. So, in psychoanalysis, these are methods of conversation and projective texts. In the behavioral direction, these are experimental "trial and error" methods. In cognitive psychology, these are procedures for measuring states of consciousness using psychometric scaling and repertory grids by J. Kelly in the modern domestic psychological school - this is a formative and modeling experiment with a multifunctional registration of a person's state dynamics in given situations.

A feature and foremost difference between the methods of business psychology and the methods of related sciences is that they:

- work only for the conditions of the market system of management;
- As a "constant," include the fact that the subjects are focused on profit;
- are convenient for use not for information and research purposes but for solving specific problems of an optimization, advisory, and training nature (Giglio, Diamante, & Urban, 1998).

3. Method of Observation

This study aims to uncover the primary stereotypes of consumer behavior in situations where individuals have the freedom to choose. Simultaneously, the method's effectiveness relies on the observer's expertise and engagement as a fundamental requirement. A preliminary observation scheme is established, and psychological categories are identified to guide the observation process. Typically, we refer to non-verbal patterns of conduct that are commonly held beliefs (Chulanova, 2016).

4. Method of Expert Analysis

In order to determine the ability of the product to satisfy the needs of customers and to discover the positive and negative effects that advertising has on consumers, the objective of this study is to find the similarities and contrasts between the product that is being researched and the ideal or optimal image of this product.

The analysis is carried out by a group of knowledgeable experts consisting of six to ten individuals, per the expert analysis plan that was designed. At the same time, categories are differentiated, and for each category, an analysis of the product, advertising language, commercial, and so on is carried out. Statistical techniques such as factorial analysis, cluster analysis, and dispersion analysis are utilized to process the findings obtained from expert analysis (Al Tal, al Salaimeh, & Hajiyevev, 2020).

5. Method of Survey, Questionnaire, or Structured Interview

In addition to keeping track of the interplay between consumption and demand, the method's objective is to gather data regarding the requirements of the people and the opportunities available in the market.

Compiling questionnaires or interviews requires the cooperation of a qualified psychologist who can properly ask questions and construct them in a manner consistent across the framework of the questionnaire. A structured interview script is preliminarily developed, as well as a survey or questionnaire strategy that reduces the unreliability of the information collected. It is essential to plan and determine the size of the sample. After processing the data, all relevant information is revealed. This method is highly time-consuming (usually between 100 and 2000 people have to be interviewed), so the consistency of the research team is required here (Prokopenko E. S., 2016).

6. Focus Group Method

The purpose of the study is to determine the attitudes of prospective customers concerning the product, the introduction of a new brand of goods to the market, the advertising texts, the image of the protagonist of the commercial, the scenarios of commercials, and other aspects of the product.

A separate room is required to carry out this procedure and has the necessary technical capabilities, such as video systems, voice recorders, etc. A comfortable environment is created with the assistance of comfy chairs arranged according to the number of participants (often between six and twelve people), and participants are presented with the opportunity to sip tea or coffee. The investigation is carried out following the scenario that was prepared.

A psychologist must have a high level of expertise in the subject matter being researched, as well as considerable experience working with groups to be the leader. Before conducting focus groups, it is necessary to identify strategies for reducing the psychological defenses that participants currently possess. At least two supervisors are responsible for recording the dynamics of the group discussion, monitoring the non-verbal conduct of the group members, and determining the conclusion that the group made. Currently, this approach is the one that is most widely used in the field of research that focuses on advertising communication (Amjad, 2018; Pakhal'yan, 2022)

7. Method of Psychosomatic Scaling

This strategy aims to discern underlying attitudes, cognitive intricacy, and the categorical framework of consumer perception about any research subject, ranging from a singular product to a script for an advertising message.

Implementing this method is not challenging for most psychologists who have graduated from the Faculty of Psychology or are familiar with the study conducted by (Ivannikov, 2006; Zabrodin Yu. M. & E., 2013). The sample size for such investigations typically varies from 10 to 100 individuals (Karitsky I. N., 2014).

8. Method of Experimental Audience

The following are some of the potential objectives of this method:

Modeling the behavior of potential consumers in a situation where they can make their own choices; analyzing the characteristics of how people perceive advertising products, and researching the stereotypes people have about themselves.

In order to conduct a comparative experiment, several different groups of consumers are chosen. After that, the categories that are changing and those that are constant in the product or the subjects' behavior are identified, and methods for fixing the dynamics of variables are chosen. These methods can be methods for objectively recording the functional state of a person, such as the GSR, myogram, or the method of evoked potentials, as well as oral reports of the subjects or the results of the experimenter's observation. In this context, the selection of the method for analyzing the experimental data produced and interpreting those findings is of utmost significance.

9. Testing

A standardized test in which the subject performs a task or answers questions. This method has become widespread in applied psychology due to its clear merits. The tests are standardized, easy to use, and allow obtaining specific data about a person in a relatively short period. In addition, the tests have high reliability and objectivity.

In psychology, there is a wide variety of tests. There are different types of tests: training, projective, diagnostic, situational, etc. Case tests are inherently closer to natural experiments.

For example, when the subject is included in a particular situation where specific behavior parameters are fixed (Al Salaimeh, 2011; Karitsky I. N., 2014).

Despite the advantages of this method, it is essential to consider that it also has its limitations, such as the loss of an individual approach, averaging a person, fitting him to average statistical norms, and the danger of random errors.

Therefore, it is necessary to follow several requirements for testing:

- Anonymity and confidentiality of the study;
- Use of the test for its intended purpose, i.e., under the theoretical model of the mental phenomenon or situation that he must diagnose;
- Control of the conditions of the test (time, place), the state of the subject;
- Availability of precise instructions, standard forms, and necessary equipment.

In business psychology, various tests are used, which we combine into several groups.

The tests of the first group are aimed at diagnosing the personal qualities of a businessman, identifying qualities that contribute to the fulfillment of the role repertoire, for example, the qualities that allow you to start your own business, be a leader and manager, build business prospects, negotiate, increase material resources, value your health and time, etc. d. These tests are widely presented on Internet sites, as they are in demand among many beginners and experienced executives. They are used as diagnostic (and possibly developmental) procedures in counseling and coaching.

The tests of the second group aim to identify the level of professional training and qualities of specialists in hiring and selection; they are used in companies and recruitment agencies. In these cases, business psychology primarily uses an arsenal of psychological tests: intellectual tests (G. Eysenck, etc.) and personality tests (T. Leary, D. Cattell, etc.). In addition, tests are designed to diagnose a specialist's professional qualities, for example, the ability to work with information, competently draw up documents, observe negotiating partners, etc.

The tests of the third group are carried out within the framework of applied research in advertising psychology consumer behavior in intangible services and consulting. For example, the influence of advertising, the organization of space in a store, the brand on the consumer's decision to purchase, and the influence of the consumer's personal qualities on his behavior in the market of goods and services.

You can also select a group of tests to study organizations (organizational culture, structure, relationships, etc.). However, survey methods have found greater use (Karitsky I. N., 2014).

10. Methods for Analyzing Documents and Performance Results

Occupy a special place in the psychological research of business.

This is due to the solution of several tasks of business psychology as a science, in particular, the following: assessment of the effectiveness of business activities, analysis and optimization of the interaction between business and society, studying the results of business interaction, and improving the efficiency of business entities. None of them can be solved without the use of objective indicators. For example, to assess the business activity of an executive, his subjective ideas about its level and dynamics are not enough. It is essential to evaluate the actual scale of the business, its place in the market, and the dynamics of income compared with the average indicators in the industry and the region.

Accordingly, in studies of the organizational aspect of business, the objective information necessary for analysis can be contained in job descriptions, documents regulating the personnel policy of the organization, representing its mission and strategies for interacting with business partners, the code of ethics, and other components of organizational culture, etc. Documents reflecting staff turnover, the level and structure of material and non-material labor incentives, and employee qualification and socio-demographic characteristics are essential for a researcher of organizational and psychological phenomena.

To study the image of business entities, information about the history of the company's establishment and facts from the biography of personalities can be helpful to factual data. An important role is played by publications in the media dedicated to the organization and its leaders, and, of course, information about them circulating on the

Internet. Thus, for psychological research of business, objective characteristics of activity are essential, but also their reflection in the minds of representatives of various groups: employees of the organization, partners, consumers, and the public (Klimov, 1992).

11. Computer Modeling Methods have Recently

Been increasingly used in business psychology. Their focus is very different. For example, they are used to study decision-making - in this case, a specific business situation is modeled: its conditions, the roles of interacting partners, etc.

Another direction of such methods is the assessment of some personal characteristics of the organization's employees, for example, social competence, emotional intelligence, etc. In this case, a problematic professional activity and interaction situation is modeled, and the employee's emotional reactions and choice of a particular behavioral model are evaluated. In modern science, many successful attempts to apply models in specific studies exist. For example, models of the mechanisms of social mobility processes, population education reproduction processes, collective-group level processes, etc., have been developed. However, the further development of the modeling method is hindered by a significant gap between the dynamic multifactorial determination of fundamental psychological processes and a limited set of these factors in static mathematical models (Lau, Belli, & Chopra, 2013).

12. Another Type of Methods

That allow you to study psychological processes in the course of business activities is game methods. A business or simulation game is called a game that allows you to simulate (simulate) a business situation, reproducing its main elements and their functioning over time, including various forms of interaction between business entities. Such games make it possible to identify the main features of various business processes and evaluate the effectiveness of various strategies for reconciling the interests of their participants. Business games, according to their functional purpose, are divided into three types:

Training, during which interaction skills and optimal behavior strategies are worked out; production, used to solve practical problems of the activities of business organizations; research, performing a diagnostic function. Representational games (their appearance is associated with (Salas, Tannenbaum, Kraiger, & Smith-Jentsch, 2012; Sonnentag, Niessen, & Ohly, 2004) are aimed at developing new, non-standard ideas and approaches to solving problems, and also allow obtaining data for psychological research. Through this type of game, the following results are obtained: ideas for solving complex (weakly structured) problems; consolidation of a group of managers focused on the implementation of programs developed during the game; mastering by the participants of new effective methods of decision-making.

When conducting representational games, several techniques are used, including DE objectification, problematization, goal setting, self-determination, reflection, schematization, and positional analysis. The game's stages are built according to the algorithm for solving meaningful problems and with the dynamics of group formation (Al Salaimeh, 2007).

13. Method of Content Analysis

This method was developed at the intersection of psycholinguistics, sociology, and psychology.

It offers a comprehensive range of possibilities. This tool makes the ability to recognize the impact or expressive structure of any mass media output possible. This includes anything from a newspaper article, an advertisement text, a music video, and a philosophical film.

The objective of the method is to determine the structure of the impact that advertising messages, marketing papers, reports of the subjects, and mail have on the target audience. Developing a content analysis scheme is the responsibility of a highly qualified psychologist who can also develop categories and a content analysis scheme. Because the average number of researchers in this area ranges from three to seven, it is essential to support them. This will result in increased personal involvement on the part of specialists in

the analysis process. It is recommended that the analysis be equipped with video equipment that enables you to examine the same information many times (IN, 2002; Krasnoyarsk, 2013; Mazilov V. A., 2015; Pakhal'yan V. E., 2013; Yurevich, 2001).

14. Conclusion

In conclusion, it should be noted that business psychology arose at the intersection of many disciplines under the influence of society's social and economic development. The formation of this new direction in psychological science is a reaction to the numerous problems facing small and medium-sized businesses and requires the participation of professional psychologists.

It is the development of new socio-economic relations in the country that leads to the fact that practical psychology is actively included in the field of business.

In particular, there is a growing demand for those areas of psychological work associated with psychological support for the activities of various business structures. At the same time, more and more supporters of professional regulation and accounting of psychological processes and problems in almost any business organization appear among executives. Business psychology develops in close contact with other branches of psychology, which is determined by the logic of the development of science and the demands of practice. Considering the diversity of business and the various possibilities for the implementation of psychological research in this area, we can say that business psychology, depending on the perspective of the work of a psychologist, is associated with almost all branches of psychology. Knowledge and mastery of business psychology's methods and technologies are among the most essential skills of a modern psychologist working in an organization.

Authors Contribution

Gharam Abdelaziz: Conceptualization, Methodology, Data Collection, Formal Analysis, Writing - Original Draft Preparation, Project Administration.

Safwan Al Salaimeh: Supervision, Validation, Writing - Review & Editing, and Resources.

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