CHAPTER 4
SPECIAL FEATURES ON GROUP COMMUNICATIONS IN PERFORMANCE OF POLICE OFFICERS

Opryshko I. V.

INTRODUCTION

Effective activity of National Police of Ukraine foresees officers' close cooperation and interaction in units as well as communication with different groups of citizens. We will consider some psychological aspects of group activity organization that are important for professional activity of police officers.

First of all we have to define basic term – group. It is interpreted differently in the system of different scientific disciplines and approaches. Scope of most terms limits group as human community that identifies on the grounds of certain characteristic in single space and time; association of people that exists and interacts in common activity, where people enter in working and interpersonal relationships. Research of small groups' activity grounds on a number of principles, in particular: small group is regarded as integrated system that consists of some multiple regarding independent elements – people; nature of the group as a system does not limit simple sum of nature of people that constitute it and in its activity has "group face"; the main object of analysis during small groups' research is people's interaction. Contact group, in the number 7-9 people, where real interaction of all members and direct supervision is possible, is considered optimal for solving specific official tasks.

Big group is significant social community that numbers approximately one hundred and more people. Big group may be conditional community of people, united on the basis of social characteristics; real, sizeable and complexly organized people's community included in common targeted activity. Big groups are formed from the system of small groups, connected between each other by certain relations.

Group rules of conduct, social value orientations and traditions, public opinion that makes clear to each person through small groups, are formed in big groups.

There are groups of *low and high* level of development according to the level of organization. Such groups belong to the low level of development:

a) associations are groups, where there is no uniting production activity, clear organization and management, value orientations are unsustainable, situational and not grasped; there are pro-social associations that have positive moral values and association, where social orientations have negative character depending on social importance of facts that determine such unions' establishment;

b) corporations are those groups that characterized as enclosed, with authoritarianism, contradicting other social unions on the basis of sectional, selfish interests; interpersonal relationships are characterized by asocial value orientations;

c) diffuse groups are unions of people that do not have unity on the basis of common value orientations and common activity (spectators in theatre, passengers in the plane).

High level groups include:

a) groups with positive social orientation, unity and common value orientations (study group, scientific laboratory, institution's department);

b) collectives or teams are groups of high level of organization that are characterized with unity of valuable ideas, high level of cohesion, psychological compatibility.

Police units refer to collectives (teams). High level group has to have a clear system of communications that ensure free exchange of information between its members. Models of group communications (A. Bavelas, R. Fisher, P. Smith, D. Walker, C. Faucheus, M. Shaw and others) determine group effectiveness significantly. Group communications' organization in National Police of Ukraine units makes it possible to improve communication in real police groups and effectiveness of official objectives' execution.

4.1. Main terms of group communications

First of all it is necessary to determine main terms in the sphere of group communications' organization. One of the main terms is "communicative networks". Researchers (A. Sventsytskyi) determine communicative networks as configuration of communicative channels that connect members of police group, underlining their certainty and persistence[1]. R. Bales and P. Slator consider that communicative networks

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[1] Sventsytskyi A. L. Sotsyalnaia psykholohyia: Uchebnyk. M.: OOO «TK Velby», 2003. 336 s.

are systematic pattern of communication in the group[2]. From some researchers' the point of view communicative networks are formal models of interpersonal contacts that are characterized with information exchange between people[3].

Systematic research of group communications begins in 1948 when A. Bavelas made a number of researches with the aim to study communicative networks fixed models' influence on group process. He proposed further method of research: laboratory groups were proposed to work in terms of different types of communicative networks and different number of people in the group (Figure 1).
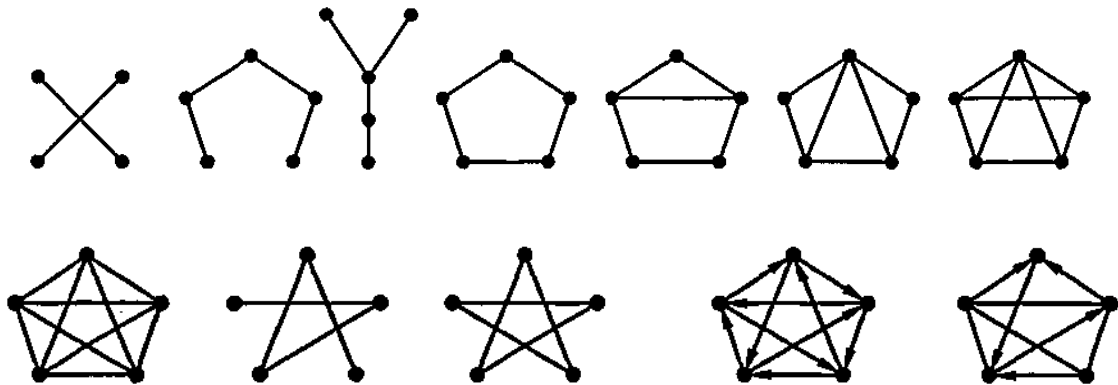
Communicative networks for three people
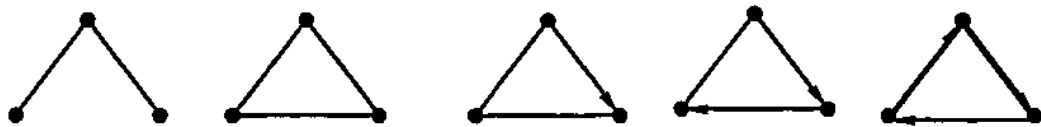
Networks for four people
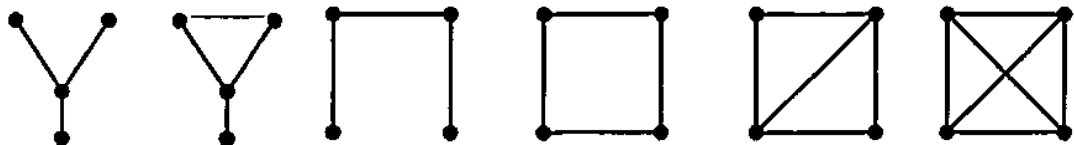
Networks for five people

Fig. 1. Communicative networks that were used in experimental researches of A. Bavelas

[2] Nemov R. S. Psykholohycheskye uslovyia i kryteryy effektyvnosty raboty kollektyva. M.: Znanye, 1982. 64 s.

[3] Novikov V. V. Kommunykatyvnye struktury y effektyvnost hruppovoi deiatelnosty operatorov. Voprosy psykholohyy. 1970. № 4. S. 19-24.

S. Smith and G. Livitta explored fixed structures' influence on relative efficiency of whole collective. Groups of five people in each were explored with such aim. Patterns were connected in one of given variants: "Circle", "Chain", "Y" and "Wheel" (Figure 2).
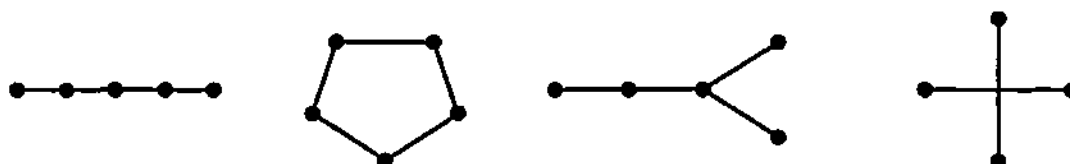
(Left-to-right: chain, circle, Y, wheel)

Fig. 2. Communicative networks that were used in experimental researches of S. Smith and G. Livitta

The most effective structure regarding decision speed was "Wheel"; intermediate option was provided by "Chain" and "Y". Groups that work according to the "Circle" model were the less effective. It was found that groups, formed as "Circle" model tend to make mistakes, but, at the same time, are able to correct them. First researches in the sphere of intra-group communications assumed flow of information in frames of strictly set communications' channels. In more recent researches the group was allowed to structure communicative network by itself depending on the type of given tasks. Researchers came to the conclusion that the group, where communications' structure meets the task in hand acts better.

In recent years works it is shown that success of group activity mostly depends on how clearly necessary information extends in the group as well as on how exchange of such information is ensured between members of the group. There are several models of communicative networks (Figure 3).
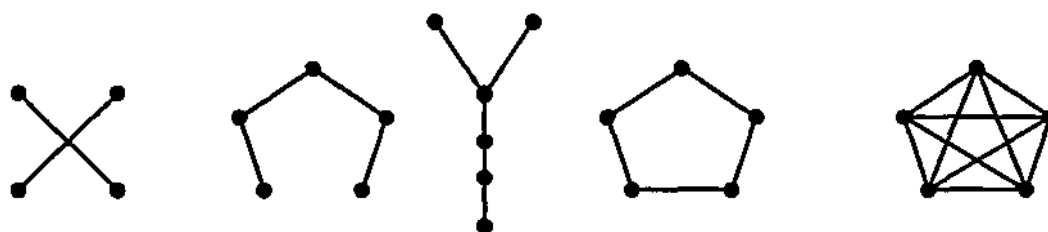
Fig. 3. Types of communicative networks (communications' structures in the group)

"Wheel" model is considered to be the most centralized: in this case information is transferred only through leader. It is necessary for some tasks, for others – less centralized models like "player", "chain", "circle" are permissible.

M. Novikov held series of researches (1970) where channels' of communication influence on group effectiveness has been studied and highlighted four communicative structures (Figure 4). Author came to a number of conclusions: 1. The more the group is (Figure 4 a), the sooner necessity to divide duties between its members come; 2. Necessity to divide duties comes later when using the "Tree" structure (Figure 4 d) than during whole system of communications; 3. This tendency grows in the "Chain" structure (Figure 4 c); 4. A number of members is non-essential for the "Cycle" structure.
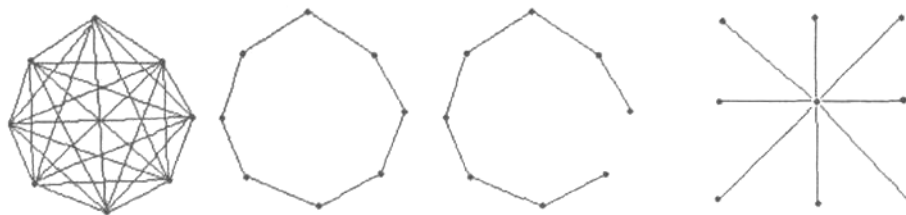
(Left-to-right: a) whole, b) cycle, c) chain, d) tree)

Fig. 4. Types of communicative structures (by M. Novikov)

Researchers also explore communication channels, formal models of interpersonal relations, patterns of communications in the group when using term of communicative network.

4.2. Characteristic of the task that is solved

Characteristics of the task is a parameter that determines quality of results of joint search and its solution. Degree of group members' independence is the clearest ground of group tasks' classification. Classifications based on this principle, allow tracing intergroup cooperation structure. Typology by J. Thibaut and H. Kelley that foresees division of all tasks on two categories: conjunctive and disconjunctive; by

R. Nemov that allows distinguishing two types of tasks: divisible and indivisible, are examples of such classification[4].

L. Umanskyi scheme includes principle of cooperative interdependence and allows to connect group productivity with individual input os every member of group activity[5].

M. Show's classification that foresees tasks' division into simple and complicated is widespread. The reason of such obvious division is connected with research of police groups' communicative structure and sum of information transfer ways, where one type tasks foresaw more close coordination and cooperation of individual efforts, the other type – did not foresee union of individual police efforts at all.

Traditionally the first type of tasks refers to simple, the second – to complicated. Researchers concluded that centralized networks are effective during simple problems resolution, decentralized – during resolution of complicated ones. Indeed, police groups face numerous situations and tasks in the process of official activity. If acting individually policeman does everything by himself: sees the task, develops action plan, assumes it etc., than communications' factor plays crucial role during group's solution as it points out consistency, duration of execution process and effectiveness of group's functioning.

It is worth noting that multidimensional nature in "group execution of tasks" interpretation is caused by so far insufficient development of group's communication problematic, connected with determination of such terms as "solution", "process", "group process". The reason of ambiguity of its interpretation is that every time a new sense is put into this term due to the specific focus of the research.

The Head of police unit has to take into account that usually ***in the process of group task's solution*** three phases are realized: search, decision making and decision realization. Specification depends on the level of group decision (systematic, functional, personal, connected with activity), research area (cognitive, artistic, operational, managerial), psychological mechanisms of decision (forceful, intellectual, emotional, likely decision etc.).

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[4] Nemov R. S. Psykholohycheskaia teoryia kollektyva i problemy hruppovoi effektyvnosty. Voprosy psykholohyy. 1978. № 5. S. 86-104.

[5] Umanskyi L. Y. Metody eksperymentalnoho issledovanyia sotsyalno-psykholohycheskykh fenomenov. / Metodolohyia y metody sotsyalnoi psykholohyy / Pod red. E. V. Shorokhovoy. M.: Nauka, 1977. S. 54-71.

Officers of National Police of Ukraine units face problems that have several variants of solution (for example, ethic, estimated, moral) except purely legal tasks that are regulated by rules of laws in their group activity. In this case, group decisions constitute not only possible alternatives' search, but also a choice of optimal one. Solution of a certain task is possible by different ways and means, but it is necessary to choose only one – the best of all in given circumstances. That is why the process of group decision making and its quality are characteristics that allow deciding on the level of small police group development, on the level of its social-psychological maturity.

Usually National Police of Ukraine units build adequate to the task in question scheme of group interaction during resolving the task that has solely right solution. Police groups that work on several alternative decisions' choice build one of possible group decision scheme that is pointed out by the group as the most possible.

Group functioning process may be considered as group's solving of set before it tasks. That is why the term "police group's effectiveness" may be replaced by "group tasks solution effectiveness". The Head has to take into account that group's effectiveness may be determined only in case when quantity (or quality) criteria of found decision rightness are set. Effectiveness of group tasks solution is determined by effectiveness of intergroup communications only during resolving those tasks that have right solution.

It is important for the Head of police unit to take into account three facts:

1) group tasks' solution has its specifics and can not be limited to set of individual activity and solutions;

2) individual tasks' solution requires from the subject universal qualities of certain kind – officer obtains task, develops plan of its execution, realizes it; during group activity each member of police group does only certain part of work;

3) during common task's solution factor of communication plays a great role, contact between members of police group brings its correctives in the process of task's resolving, deforms it in its own way.

While organizing group communication the Head of police unit has to focus on two psychological aspects of this process:

a) balance problem of individual and group behavior effectiveness;

b) phenomena that accompany communication and interaction process during group tasks solution. Thus, the Head needs to know benefits of group decision. It is obvious that the amount of information in group's possession is more than information of individual[6].

Experience and knowledge of some individuals integrate in the group and create some common "reserve". Meanwhile every person contributes something unique, something that only he/she owns. Excess of information that the group owns ("group memory" in a way) ensures high credibility of its reproduction in the decision making process. It's experimentally proved that possibility of accurate reproduction of various data in police group is higher than in case of individual activity because the group possesses so-called transactive memory" knowledge that is located in the memory of individual police group's members and effective ways of transmitting it to others.

In decision making process the group generates more hypotheses and controls them more carefully in comparison with individual. According to the type group decisions more often refer to solving a mistake with a certain risk, but, along with that, it is combined with careful control, verification of accepted hypotheses and risk assessment. Such decisions are considered to be the most effective.

During decision making the Head of police unit has also to consider rotation change of functions that are carried out by individual members of the police group: every member in turn assumes functions of hypotheses' generation, saving and reproduction as well as their preliminary or resulted assessment. Questions and discussions that arise during decision making process in any case activate mental activity of every member of police group, stimulate search of new ways of decision making. Thus, organized group acts as united creative power, as a body of collective thinking.

It was also found that when refers to collective of "average individuals", group decisions usually are better than individual. During solution of tasks that need common (but not special) knowledge, groups have the advantage. But if we speak about individuals that differ from "statistical averages", prevail over "average" colleagues by intellect, better

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[6] Lomov B. F. Lychnost v systeme obshchestvennykh otnoshenyi. Psykhololohycheskyi zhurnal. 1981. № 1. S. 3-17.

police group members may surpass all group or do not to yield it in productivity[7].

Summarizing we can conclude that police groups are the most productive when their members are able to complement each other with knowledge and skills; police group members effectively exchange these knowledge, skills, points of view; these knowledge, skills and points of view meet requirements of the task[8].

It is good to know for the Head of police a phenomena that reflect group behavior in group decision making process. One of them is social facilitation phenomenon what means individual's support in the group, increase of productivity of its activity in the team. Social facilitation adequately explains patterns of individual's behavior in other's presence. The other effect is social laziness. This term fixes tendencies to group performance indicators' deterioration because the person does not always see connection between efforts made by him/her and the result that is a consequence of common decisions.

One more phenomenon is diffusion of responsibility. This term defines deterioration of common decisions because a person stops bear personal responsibility for acceptance of his/her offer. The same concerns phenomenon of risk of a group's decision mistake increase in comparison with individual. Sometimes phenomenon of people's desire for consent is appeared during group decision making. In this case level of realism of possible variants' evaluation may decrease.

During decision making some enthusiasts that try to protect the group from additional information that could shake confidence in identified decision, appear in the group. This phenomenon was named as "decision's reduction".

The Head has also to consider that effectiveness of group decision is closely connected with police group members' motivation regarding set target. Psychologists examined two types of police groups. In one case group members were motivated on cooperation in problem solving, in other case – on competition. Experiments proved that in groups where its members that were motivated on concurrence big difficulties in communication and understanding each other appear, coordination of

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[7] Sotsyalnaia psykholohyia hruppy: protsessy, reshenyia, deistvyia / R. Beron, N. Kerr, N. Myller. SPb.:Pyter, 2003. S. 66.
[8] Чалдини Р. Социальная психология. – СПб.: ПРАЙМ-ЕВРОЗНАК, 2002. – С. 158.

efforts is worse, distribution of assignments is more difficult, productivity is lower than in groups motivated on cooperation.

During group communication examination V. Molyako defined two schemes of group solution of non-standard task: vertical and horizontal. In group solution everybody has to explain clearly its actions, intentions and proposals. Such communication necessity generates actions' verbalization; in horizontal scheme – all members communicate with each other personally; in vertical – group members communicate depending on hierarchy[9]. In practice as well as in National Police of Ukraine's activity the most common scheme of decision making is combined that includes vertical and horizontal structure of communication in the process of group communication's organization.

Therefore, group decision making is seen as process that is aimed on either some result of police group's activity achievement or on finding out certain members' position and making collective decision that is position that satisfies everybody. Procedure of decision making foresees obligatory alignment of police group members' points of view (unlike group discussion that is considered as a phase that precedes group decision adoption). Decision making usually includes informative preparation and actually procedure of decision making. The last foresees alternatives' formation and comparison, choice, formation, correction of reference hypothesis, action program development. Thus, decision making is a special form of mental activity and is final stage in solution of any tasks.

Set targets achievement and certain tasks execution by National Police of Ukraine's units is possible by different ways or means, the problem is to choose the most optimal (the best in certain circumstances). There are different approaches to different models' of group decisions making definition.

Y. Ponomaryov, Ch. Gadgiev characterize group art decision making as complicated, multi-level, multi-aspect, complex process and define its several phases: logical analysis of situation; emergence of need for newness; appearance of search determinant; intuitive decision; its verbalization; logically completed decision formation[10].

According to A. Bolshakova special feature of group decisions is two main variants of their making: the group accepts one of individually

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[9] Moliako V. A. Psykholohyia hruppovoho reshenyia zadach / V. A. Moliatko. K.: Znanye, 1975. S. 15.

[10] Ponomarev Ya. L. Psykholohyia tvorchestva / Ya. L. Ponomarev. M.: Nauka, 1976. S .204.

proposed decisions as final; decision that was not proposed by anyone from police group's members accepts as final. The last variant is not limited to any of individual, it is new made – the product of group interaction, integration of individual variants of decision, and its stages are: production of new ideas through collective decision; discussion; method of collective decision making[11].

From R. Nemov's point of view there are such stages of group decision making during group communication organization: discussed problem's clarification; expression of ideas on ways and means of its solution; diverse discussion of benefits and disadvantages of every proposal; evaluation "pros" and "cons" of proposed solution variants; selection of the best proposal; development of plan and and program of realization[12].

L. Pochebut and V. Chyker (2000, p. 90) consider that group decision making process needs time because discussion in the group foresees diverse consideration of the problem and selection of the best variants. Collective decision's adoption depends on character of addressed problem, features of interpersonal relations, interests of discussion members in task resolution. During decision making police groups usually face further problems:

1. "What is the essence of the case?". The answer to this question requires obtaining information regarding essence of the problem as well as development of rules and criteria on the basis of which it would be possible to form core provisions of future decision.

2. "What to do?". In answering to this question, different proposals are made as a result final decision is made.

3. "What can we do?". Response to this question includes involvement of police group members in task's solution, their unity, interest in consensus decision adoption or vice versa conflict, tension in relations[13].

The Head has to take in account that police groups many approaches to problems' solution, but different authors describe main steps similarly. They include formulation of specific problem and its analysis, development criteria that effective decision has to meet, finding possible

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[11] Bolshakova A.N. Sotsyalnaia psykholohyia dlia menedzherov: uchebnoe posobye. Rostov n/D: Fenyks, 2004. S. 267.

[12] Nemov R. S. Psykholohycheskye uslovyia i kryteryy effektyvnosty raboty kollektyva. M.: Znanye, 1982. S.53.

[13] Pochebut L. H., Chyker B. A. Orhanyzatsyonnaia sotsyalnaia psykholohyia: Uchebnoe posobye / L. H. Pochebut, B. A. Chyker. SPb.: Yzd-vo «Rech», 2000. S. 91.

alternative decisions, production of limited number of decisions, their verification with criteria and selection of the best one.

Problem's analysis means collection of maximum information on the problem as well as determination of criteria that adopted decision has to meet. Researches show that usually police groups spend more time discussing information that is known by all members of police group, ignoring unique information that leads to less effective decisions[14].

Definition of right decision's criteria foresees selection of main moments that right decision has to meet. Criteria on which the group stops will be used for defending alternative decisions.

Decisions not able to be tested on all criteria are excluded from further examination. During possible decisions' research police group members are encouraged to propose the greatest possible number of possible problem's decision. One of ways to identify possible decisions is brainstorm – procedure of generation the greatest possible number of ideas through free associations. When the group (unit) finds a list of possible decisions it has to check every decision with criteria that it has developed. The last stage of decision making is the process of selection from several alternative decisions the one that fully meets criteria developed by the group.

Models and rules of decisions' making. Typical decision's making model in the National Police of Ukraine's unit includes further stages: determination of the problem, determination of restrictions, development of alternatives, selection of optimal alternative, execution of decision. Such model of decision making is simple and is convenient pattern**[15]**.

There are also other models that contribute to considered pattern some emphasis that allow to pass certain "route section" according to the nature of the task more effectively. We will consider those that can be used in police in the process of group communications.

4.3. Typical models of decision making

Model of rational decisions. According to this model police group members have to find as much as possible variants on the stage of alternatives development. This will allow to take into account benefits and weaknesses of each, to find them as much as possible. Ignoring of variants

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[14] Verderber R., Verderber K. Psykholohyia obshchenyia. SPb.: PRAIM-EVROZNAK, 2003. S. 167.
[15] Oister K. Sotsyalnaia psykholohyia hruppy / K. Oister. M.: Olma-PRESS, 2004. S. 126.

or limiting of alternatives' search scope leads to adoption of decision that is far from the best.

Practice model. Value of this model lies in that it helps to figure out what proposed alternative is the best for tasks' execution. Model is based on systematic approach to decision's variants determination and evaluation. Police group members set certain criteria that describe benefits and weaknesses of proposal beforehand.

Optimizing model. This model foresees primary establishment of criteria that determine whether it is necessary to change something in the situation that has happened. Establishment of these criteria allows to find out differences between current situation and the situation that is desirable. If there is a "gap" between them, intervention may be considered as reasonable.

Intuitive model. This model foresees intuition's intervention into process of task's solution. Sometimes the decision seems to be logical and reasonable in whole, but raise unconsciousness protest and feeling of imperfection in a person. Sometimes these doubts are difficult to put into words, but nevertheless they are absolutely real. Decisions that were adopted intuitively sometimes are the most effective.

Communicative-oriented model. This model is characterized by further: the problem as well as desirable changes is formed in terms of behavior (that means determination of necessary steps so that changes happen). The group also wants to analyze previous attempts of problem's solution. According to this model process of group decision making can be divided into three stages: problem's formulation in behavioral terms; verification of effectiveness of past attempts; desirable changes formulation from the behavioral point of view; realization plan.

Spiral model. This model foresees that a new decision that was made by the group becomes a ground for the new approach. While using this model police group clearly algorithm-drives process of solution and raises it to a new level thereby the group depicts perpetrates a spiral in its development. This model allows connect group making process with the process of group's development. Group decision process consists of such stages: informative preparation of decision; formation of future activity model; procedure of collective group decision making.

Therefore, the Head of police union has to take into account that any group that makes a decision has to reach a certain level of agreement or

consensus between its members, otherwise selection is impossible. Such necessary level of agreement is called *group decision making rule* or *social agreement scheme*.

Several such rules or schemes are defined. They differ basing on two characteristics: a) to what extent agreement of all members of police group is necessary; b) how much time it is necessary to solve the task. The Head has to remember that the process of decision making passes more "smoothly" if police group's members reach the agreement regarding the rule that they use during making a decision beforehand.

The Head of police union has also to consider that the group that solves a task that has a single right solution and a group that wants to reach the agreed decision that will satisfy all members, work on principally different problems: in the first case they have to build a scheme of intergroup interaction so that to solve a set task quickly and without losses; in the second case they have to build a scheme of group decision making that will satisfy chosen criteria and satisfy all members of police group quickly and coherent.

As a rule, real police groups deal with tasks not of mathematic type, but with tasks that do not have a clear criterion of chosen decision's objectively. That is why effectiveness of group's activity determines by "consequences" that contribute to group's development or hinder it. That is why the Head of police has to know several rules of establishment of group's decision admissibility.

4.4. Rules of group decision making

Expert evaluation rule. The group asks one of its members that has experience and knowledge more than anyone else to choose final decision from several alternatives. It is a quick method, it is useful in case if one of police group members knows the problems best of all or bears responsibility for made decision.

The rule of police group's average point of view. Every member of police group drafts rate of alternatives that meet main criteria. After that these rates are averaged and alternative that got the highest rate is chosen. This method works during adoption of standard decisions or when the decision has to be made quickly.

Majority rule. The group votes for every alternative that exists, the decision that wins the most votes is chosen. This scheme of decision

making considers to be democratic, but may create problems on the stage of decision's execution as majority may win with a slight advantage, members of police group that found themselves in minority my sabotage its execution.

The rule of unanimous decision. In this scheme of decision making the group has to continue discussion until all members of police group will not find the best unanimously. This scheme is very expensive according to many indicators and requires from police group members communication skills' usage and cooperation.

Pursuit of the truth rule. Foresees defining role of one member or small fraction of police group in collective decision that may logically prove others correctness of chosen decision. Such scheme fits more to tasks regarding which evidentiary right answer exists.

Socially-communicative approach is the most common approach to research of group decision making problem in foreign scientific literature. Problems of leadership and group management are examined in the frame of this approach.

It is considered that there are two types of leader in the group: one pays attention to tasks' demands, the other – to feelings and social needs of police group members. In the process of task's execution two main aspects are examined: group's activity regarding task's execution and group activity aimed on other members of police group, on communication with them in the process of task's execution.

Researchers define three types of activity in the process of execution of a task itself: the first is work on the task, what means actions, aimed on reaching of the aim by the group; the second is actions, connected with relations' character; the third is substantive focus of police group.

Common activity may be considered as group decisions quality criteria, reflecting the level of police group's development. This allows consider group tasks' decisions as a group process during which common activity is executed.

There are several features of common activity: it unfolds in different group processes and is a certain combination and sequencing; common activity is a valuable creation where unity of terms "individuality", "group", "activity" is realized; it has existence of single aim and common motivation, activity's division on functionally connected components and their division between members, individual activities unification and their

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agreed implementation; management existence as well as common final results; existence of single area and its simultaneous execution by different members.

One of the common forms of group communication's organization is meetings. They are conducted for solving productive questions on enterprises and institutions, departments and agencies. Democratic management style is impossible to imagine without meetings. During collective discussion compelling problems are solved and the best decisions are adopted. Consequently management knows officers' points of view on certain questions or measures, considers them in its work, informs officers on its plans. Meetings is one of the most effective ways to discuss burning issues and make decisions in all spheres of our civic and political life.

Taking into consideration great importance of meetings in police activity we will shortly stop on issues connected with their organization and conduct. If members exchange thoughts, discuss problems and make conclusions by common efforts, effect of such meeting is great. Vice versa if meeting does not give expected consequences, it turns into collective waste of time. Participants are not satisfied because they have lost the whole week without result, caused significant losses to economy.

There are some preconditions for a successful meeting.

1. The meeting has to be managed by the Head otherwise it may become in empty talks.

2. Program has to be developed in details beforehand and during the meeting to seek its maximum realization. Experienced Head will not let to avoid main theme and raise issues that have nothing in common with the crux of the matter.

3. Stocks should be taken regarding every point of the discussion.

4. To compile conclusions at the end of the meeting

Success of the meeting also depends on premise where it happens. Too big or too small premise, uncomfortable seats, temperature, ventilation, noise – all of this may harm normal meeting's conduct. At the same time pleasant environment will contribute to successful meeting's conduct, establishment of normal work atmosphere. It is not worth to discuss on-controversial questions. During discussion the Head has to make conclusions, made in the process of discussion, remove questions on which consensus is reached and to put forward before participants new.

CONCLUSIONS

We can make a conclusion that organization of group communication is an important task of Heads of police units. Group or internal (corporate, collective) communications are inalienable element of police unit's functioning, officer's successful professional activity is impossible without understanding of psychological patterns of collective's establishment, development and functioning by each Head. Police officers, united in units are able to solve official tasks, set before them only basing on successful group communication.

SUMMARY

Psychological characteristics that take place in police officers' performance are disclosed in the article. Main terms of group communications, types of groups depending on the level of their organization are analyzed. Different types of communicative networks and their characteristics are presented, psychological characteristics of task that is solved, typical models and rules of group decision making are given. Certain forms of group communication organization and psychological circumstances of their effective conduction are examined.

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Information about author:
Opryshko I. V.
Candidate of Juridical Sciences, Senior Researcher, Docent, Co-Director, State Research Institute of the Ministry of Internal Affairs of Ukraine, 4a Ye. Gutsala Lane, Kyiv, Ukraine