Possibilities of repertory lattice methodology in the study of the content of gender stereotypes of members of hybrid management teams

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Abstract. The relevance of the problems of forming a corporate culture of diversity, equality, and inclusion in Kazakhstani companies attracts the attention of managers of organizations at different levels. In this regard, an in-depth study of the peculiarities of psychological regulators of behavior and activity will contribute to the promotion of this policy.

The article details thoroughly the possibilities of researching the content of sex- role stereotypes in the interaction of managers in the conditions of forming hybrid management teams. The technique of repertory grids based on J. Kelly's theory of personal constructs was tested as a diagnostic tool to identify group and personal attitudes. Based on the results of the study, a diagnostic model is presented, and an algorithm for developing repertory grids and validating the results with focus groups is described.

The diagnostic model allows using repertory grids as an effective method of identifying existing gender stereotypes of hybrid management team members and, based on the results obtained, building an effective discussion and adoption of values and rules of teamwork in hybrid management teams.

Keywords: values; leadership; corporate culture; gender equality; inclusiveness; team; gender stereotypes.

Introduction

The attention of the international community, the financial sector and government regulators to inclusion and diversity has become a global trend in recent years as a result of the adoption of the Sustainable Development Goals by the UN General Assembly in 2015. Kazakhstan started implementing sustainable development policies in the early 2010s and has one of the most developed ESG legislations in the CIS. The environmental agenda, social infrastructure, and inclusive education are being actively developed. The role of a driver in ensuring sustainable

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development in the country is traditionally assigned to business. In this regard, the readiness of Kazakhstani companies to adopt ESG policies in general and the principles of diversity, equality, and inclusion (DE&I) in particular is of particular interest.

To date, the inclusive approach is enshrined in the social policy of the state and is consistently implemented in the education system, in the medical sphere, and in the social infrastructure. However, in order to realize the economic course of Fair Kazakhstan, set by the Head of State in his Address to the people of Kazakhstan, the principles of fairness and inclusiveness should become determinant in the economy of the country (Tokaev, K.-Zh., 2023). This, of course, determines the categorical need to introduce DE&I values into the corporate culture of all Kazakhstani companies.

The transformation of corporate culture is always a complex process that affects all organizational systems, personal-role structures, and invariably actualizes innovation barriers. In the most general sense, the literature defines corporate culture as a system of values, beliefs, principles, traditions and norms of behavior accepted in the organization and shared by its employees (Beksari J.M., 2019). Corporate culture is largely shaped by employees' personal beliefs, their worldview perspectives, and their understanding of social structure. This collective set of views forms a unique system of individual values, known as an individual value space (Zankovskii A. N., 2015).

Since the perception of the corporate environment and work processes is influenced by various external factors, a thorough study of employees' value priorities and behavioral patterns across all categories is essential for its successful transformation. In addition, it is important to understand that in the conditions of multicultural and social diversity of our country, in the process of formation of DE&I values. It is important to take into account socio-cultural, ethno-psychological and mental phenomena that determine the value attitude of the subjects of the organization.

Despite the relevance of the problems of the formation of corporate culture of diversity, equality and inclusiveness in Kazakhstani companies, its study is at the initial stage. This leads to a contradiction, when on the one hand, there is a need stated by the state in the framework of sustainable development, and on the other hand, there is a lack of scientific understanding and applied technologies for the formation of a new culture. The solution to this problem can be provided by an in-depth study of the peculiarities of psychological regulators of behavior and activity, which can promote or hinder the adoption of DE&I principles and the development of a new form of corporate culture of Kazakhstani companies. The search for possible forms of support for the transformation of organizational and cultural systems is the most important social order addressed to various branches of scientific knowledge: psychology, management, and economics.

Various aspects of the formation of an inclusive culture of Kazakhstani society were reflected in the publications of S.E. Duanaeva (2023), B. Tusupbekova (2023), M. Menlikul, O. Aimaganbetova (2023), and K. Nagymzhanova (2023). According to the results of the analysis of these works, it can be concluded that the most frequent attention of researchers is drawn to the issues of interaction and behavior with regard to gender and ethnic identity. The revealed specificity of their content and manifestation corresponds to those characteristics of social identity in general, which were outlined as early as by G. Tadgfel - people tend to classify themselves

according to social categories that matter to them, and this shapes the way they interact with other people from their own identity and from other groups. There are no more comprehensive studies of the formation of DE&I values in Kazakh psychological science yet. More numerous and in-depth studies of diversity and inclusion can be found in Western science (Kanceljak et al., 2023; Ferdman, 2020; Mor-Barak et al., 1998). For example, American researcher Michelle Mohr Barak is one of the first to define and propose differential definitions of diversity and inclusion. As a result of her research, two methodologies for assessing climate in organizations were developed: the MBIE inclusion-exclusion scale and the diversity climate scale. According to the scholar, one of the main challenges of managing workforce diversity is managing the diversity of people's preconceived notions about those outside their own mainstream culture (Mor-Barak et al., 2016).

German professor Ute Klammer, studying the problems of equality in gender, age and other social aspects, also comes to the conclusion that in the business environment, there is "evaluative discrimination" based on perceptual mechanisms of categorization and stereotyping, which is reflected in the status hierarchy and polarization within German organizations (Klammer et al., 2022).

In addition, in hybrid management teams, the problem of effective interaction of all its members becomes more acute, which actualizes the demand for such managerial competencies as the ability to build effective communication, emotional intelligence, and conflict management.

Another vector, which is currently observed in Kazakhstan and a number of other Euro-Asian countries, demonstrates the intensive development of women's entrepreneurship and the growing number of women in the management structures of organizations of all forms of ownership. However, this fact does not imply an automatic change of the existing patriarchal management model in Euro-Asian business and its characteristic bias in the perception of women as partners. This is because the reasons for gender segregation lie in deeper layers of human psychology. In any social system, stable perceptions are formed that reflect its inherent principles, value orientations, and established ideals. These perceptions affect both ordinary members of the community and their leaders, shaping expectations regarding the behavior of men and women in different social statuses (Bendas, 2009). These frameworks not only determine modes of interaction and societal perceptions but also have a significant impact on the gender distribution of roles within the structure of the managerial hierarchy.

Thus, there is an objective contradiction: on the one hand, the need to improve the efficiency of interaction between members of management teams and, on the other hand, the stability of gender stereotypes that are manifested at any level of interaction between men and women. On this basis, the focus of attention of researchers can be concentrated on finding tools that help to improve the quality of interaction between men and women as partners in a hybrid management team.

Psychological science considers human-to-human interaction in society as the interaction of their inner worlds, semantic spaces (Parygin, 2010). This imposes certain limitations in the choice of means of activity and the need to harmonize the images of "I-He" and "We-They", to coordinate their manifestation. This thesis is especially important in a multicultural (multi-ethnic) space, where there are many labor collectives in Euro-Asian countries, including the Republic of Kazakhstan. And in this regard, the concept of cultural appropriateness of an

employee becomes relevant, which can be understood as the correspondence of his mentality to the mentality of the social group of which he is a member (Grachev, 2018).

At this stage, among the concepts that play a leading role in interaction, the central place belongs to the concepts of "partner's image", "images-perceptions of oneself". J. Kelly points out that a person has the ability to actively form an idea of his/her environment and perceives the world with the help of clear systems or models - constructs (Kelly, 1955).

According to J. Kelly, a construct is a means of forecasting, analyzing and evaluating events, as well as interacting with the outside world. A construct is a true symbol of self-awareness, determined by personal experience. It was understood as a tool for thinking and acting, serving as a basis for various kinds of judgments. Unlike concepts, which are generally accepted and well-known notions, constructs are means that allow one to penetrate the essence of things, to "perform" their "semantic" analysis from different positions. Each construct has its own bipolar nature, allowing, on the one hand, to fix a certain "foundation" for a judgment, and on the other hand, depending on a specific situation, to differentiate it and bring under it increasingly more refined and substantiated generalizations from the initially broad "basis" of a generalization, to its narrowest limit, right up to its probabilistic limit, its "highest" degree. The constitution of various constructive elements, on the basis of the formed constructs, leads to the formation of a more complex hierarchical system of constructs, representing a kind of multi-level "mechanism" of cognition of the world or practical action in it. Each construct is formed and "constructed" individually and has its own unique configuration, which determines the individuality of individual experience and self-awareness.

At the same time, the person-carrier himself may not realize the available constructs, and standard psychological questionnaires do not allow for revealing them due to the tendency of the majority of respondents to socially desirable answers. In the area of gender and ethnic differences, the available constructs are even more socially and psychologically taboo. However, this does not mean that they do not exist. And knowledge of these constructs can be extremely useful information to consider and discuss when building interactions in work groups, including management teams. For example, in hybrid management teams, constructs of special interest may include gender stereotypes held by team members. Gender stereotypes are established preconceived ideas about what women and men should be like, what their qualities are, their roles in society, the typical set of life responsibilities and conditions of existence in a given system of gender relations.

Thus, there is a need to find tools to identify and interpret existing gender stereotypes, thereby increasing the awareness and quality of interaction between partners in a hybrid management team.

Methodology

The research was conducted on the basis of enterprises of an agro-industrial holding, a construction enterprise and a production and trading company. The study involved 160 people, where men and women were represented in equal numbers: 80 representatives of the stronger sex and 80 women. All participants held positions of heads of organizations, and their ages ranged from 25 to 55 years. We analyzed how gender and role stereotypes affect the

perception of members of the management team. Methods of amplification and interpretation of stereotypes were used, allowing us to identify the content of each stereotype. An empirical study of the gender aspects of management teams involved formulating goals and objectives, as well as putting forward hypotheses.

The empirical analysis aimed to address several key research questions:

• What are the specific features of the perception of female leaders by colleagues of both genders?

• What similarities and differences exist in gender stereotypes regarding the role of women in managerial interactions?

• How can J. Kelly's repertory grid method be useful for identifying existing stereotypical perceptions of gender roles in a management team?

To assess the role of gender stereotypes in professional relationships among members of a management team of different genders, the following assumptions were proposed:

1. In the male sample, differences will be observed in the perception of a woman as a representative of the opposite sex and as a business partner. In the first case, the evaluations are expected to show greater agreement (high homogeneity), while in the second case, they will be more diverse.

2. The evaluations of the element "woman as a representative of the opposite sex" will differ in content between the male and female sample groups.

3. In the male sample, the stereotype of "woman as a representative of the opposite sex" will be more homogeneous than the stereotype of "woman as a partner in a management team."

The content characteristics of the stereotype "woman as a partner in a management team" will vary among managers with different levels of managerial experience. The repertory grid method was chosen to test the hypotheses in this study. It was proposed by F. Francella and D. Bannister and is based on the concept of individual constructs developed by J. Kelly (Fransella et al., 1977). This method is designed to study individual perception, structure experience, and analyze cognitive processes, allowing for the identification of a system of personal constructs – categories through which an individual interprets the surrounding world.

The repertory grid represents a matrix in which rows correspond to constructs (subjective evaluation categories), and columns designate elements (objects being compared). The respondent is asked to compare several elements, such as people, situations, or characteristics, and identify their similarities and differences. These differences form constructs that serve as the foundation for analyzing a person's thinking process (Pohilko et al., 1984).

The method has several advantages. It provides an individualized approach by identifying subjective categories of perception rather than externally imposed standards. Additionally, its flexibility allows repertory grids to be applied in various fields, enabling both quantitative and qualitative data analysis (Adams-Webber, 1979).

Thus, the repertory grid method is a powerful tool for studying subjective evaluation systems and cognitive categories. It helps identify both individual and collective perception models, working equally effectively with both given and elicited constructs, making it valuable for academic research as well as practical applications (Bannister et al., 1968).

The repertory grid method is chosen instead of the implicative one, as it groups elements based on criteria that form a single category depending on the specific research context.

Replacing the proposed repertoire allows for a rapid adaptation of the methodology to different levels of constructs and various subsystems. Instead of an individual characteristic – the personality of the respondent – generalized instructions are used (e.g., categories such as "women," "colleagues," etc.), enabling respondents to mentally construct a generalized image.

This paper examines two key aspects related to the research task of a comparative analysis of the image of women in management among colleagues of different genders:

1) the specific features of the perception of a woman as a partner in a management team;

2) the stereotypical image of a woman as a representative of her own or the opposite sex.

Thus, the elements of the repertoire grid have been identified.

Next, it was necessary to define constructs, i.e., a set of personal characteristics by which a woman as a partner in a management team and a woman as a representative of the opposite sex could be evaluated. The basis for this was a set of qualities proposed by R. L. Krichevsky (2013), which he grouped into four categories:

– feminine qualities (attractiveness, kindness, strength, neatness, femininity);

– social skills (activity, sociability, friendliness, conflict resolution);

– result orientation (punctuality, determination, confidence, risk propensity, creativity, equanimity);

– readiness for intensive work (stress resistance, self-sufficient, organizational skills, independence, leadership).

During the process of filling out the repertory grid, each respondent was asked to evaluate each element-object according to each construct using a scale from -3 to 3 (-3, -2, -1, 0, 1, 2, 3). The grid completion process was conducted individually with each participant.

Data processing was carried out as follows:

The total score for each construct was calculated separately for the male and female samples for the elements «woman as a partner in a management team» and "woman as a representative of the opposite sex». A comparative analysis was conducted based on average values. As a result, corresponding profiles were constructed, reflecting gender stereotypes that influence the perception of a woman both as a representative of her gender and as a colleague in a work team.

Research results

The analysis of differences was based on survey data across the four previously mentioned blocks of personal qualities: feminine qualities, social skills, result orientation and Readiness for intensive work, as well as in the context of individual constructs presented in Table 1.

Table 1

Results of the study of gender stereotypes among male and female respondents

№	Elements / Constructs	A woman as a partner in a management team		A woman as a representative of the opposite / sex	
		Estimated by men	Estimated by women	Estimated by men	Estimated by women
	Box 1: Feminine qualities				
1	Attractiveness	2	3	3	3

2	Kindness	1,3	3	3	3
3	Strength	2,3	1,6	1,7	1,3
4	Neatness	2,6	2,8	2,8	3
5	Femininity	1,3	3	3	3
	Average – in block 1	1,9	2,68	2,7	2,66
	Block 2: Social skills				
6	Activity	2	2,2	1,6	2
7	Sociability	2	2,6	2,3	2,1
8	Friendliness	2	3	3	2,6
9	Conflict resolution	1,6	2,6	1,3	2,3
	Average - for block 2	1,9	2,6	2,05	2,25
	Block 3: Result orientation				
10	Punctuality	1,3	2,3	1	1,6
11	Determination	2	2,6	1,3	2,3
12	Confidence	2	2,3	1,6	1,6
13	Risk propensity	1,3	2,3	1,3	1,6
14	Creativity	1,3	2,3	1,3	2,3
15	Equanimity	1,6	2	1,4	1,6
	Average - in block 3	1,6	2,3	1,3	1,8
	Block 4: Readiness for intensive work				
16	Stress resistance	1,6	2	1	1
17	Self-sufficient	2,6	3	1,3	2
18	Organizational skills	1,6	2,6	1,3	2,1
19	Independence	2,3	2,3	0,3	1,1
20	Lidership	1,6	2,3	1,3	1,6
	Average - in block 4	1,9	2,4	1,0	1,6
	Student t-test	1,8		2,04	
	Dispersion (variance)	0,18	0,16	0,76	0,41

Conclusions on the study of the perception of women as colleague-leaders in business interactions:

1) Men's and women's assessments differ, with men showing a tendency to give lower ratings across all analyzed points. The exception is the construct "strength". That is, men see their female colleagues in the management team as stronger than they are perceived by women.

2) Both men and women assess the characteristics of a female partner in a management team as the lowest in the "result orientation" block. However, the average score in the women's group is still higher (2.4) than the men's score on this block (1.9).

3) A difference of 1 point or more is observed for the constructs "attractiveness", "kindness", "femininity", "friendliness", "conflict resolution", "punctuality", "creativity", "ability to plan own's activities" – female subjects give higher scores for these constructs.

The following gender peculiarities were revealed in the stereotype "woman as a representative of the opposite/other sex":

1) Overall, women's ratings across the construct's blocks are higher than those of men. Men, once again, rate the quality of "strength" slightly higher, which results in a somewhat higher score for the first block, "feminine qualities."

2) The highest scores in the male group were recorded for the constructs "sociability" and "friendliness."

3) A difference of one point or more is observed for the constructs "conflict resolution", "determination" and "creativity" - female respondents give higher scores for these constructs.

The reliability of the revealed differences was considered using Student's t-criterion. Thus, statistical analysis of the data obtained in the groups of men and women showed that the differences are not statistically significant: $t_{tab} = 2.44$ ($t_{emp} < t_{tab}$, $0.05 > p > 0.01$). But, despite this, we consider it possible to speak about the revealed tendency.

Next, we analyzed the results within the groups of subjects. The results allow us to draw the following conclusions.

The most pronounced disagreements on the component "woman as a representative of the opposite sex" were recorded among men.

As a result of applying Student's t-test, values of 2.8 ($t_{emp} > t_{tab}$, $p < 0.01$) were obtained, indicating that the identified differences are statistically significant. This means that, in the male sample, a woman in general and a female colleague in a leadership position are perceived differently.

In the group of female subjects, there are also significant differences in assessments of the elements "woman as a partner in a management team" and "woman as a representative of her gender" ($t = 2.77$ at $t_{emp} > t_{tab}$, $p < 0.01$).

Moreover, the variance analysis showed that the assessments of the element "woman as a partner in the management team" were more consistent within the groups of respondents. However, there were significant differences when comparing the results of the two samples.

Thus, it can be concluded that the perception of women in management teams differs between male and female colleagues. Based on the obtained results, we confirmed the presence of persistent gender stereotypes among male and female leaders regarding women in managerial positions.

Possibilities of repertory lattice methodology.

In order to assess the potential of the diagnostic tool we have chosen, a number of focus groups were conducted to clarify the peculiarities of interaction between different-sex partners in management teams. Focus groups were formed according to the same principle – women separately, men separately. In the main part of the focus group, it was necessary to find and investigate case studies on the constructs that received the highest or lowest scores in the study using repertory grids. For qualitative research, we followed two conditions:

1) Use open-ended questions as much as possible.

2) Adhere to the OCEC technique (opinion – cause – example – consequence).

Open-ended questions are questions that require a detailed answer and any explanations. They cannot be answered with either "yes" or "no". Such questions begin with the following

question words: "how", "who", "what", "why", "how many", "which", etc. It is also possible to start a question with the words "tell me about", "what do you think about this", "how do you feel about this situation", etc.

The purpose of open-ended questions was to get the participants talking and to encourage them to express their own opinions on the issue under study. At the same time, it was important to avoid using closed, leading and theoretical questions.

The OCEC technique is aimed at exploring the responses of focus group participants and obtaining specific behavioral examples:

Opinion – a statement by a respondent that characterizes a woman as a representative of the management team (personal and business qualities, behavior, etc.) or a situation.

Example – a specific case that makes him/her say what he/she says.

Cause – the participant's explanation of why he/she thinks what he/she is saying is happening.

Consequence – why it is important to the respondent.

The key task of the facilitator was to obtain specific behavioral examples (E). For this purpose, clarifying questions were asked after the statement made by the respondents:

– Can you give an example?

– What makes you say that?

– What have you seen or heard that led you to this point of view?

– Give a specific example of when this happened?

– Tell me about the last time this happened?

As a result of the focus groups, female participants confirmed with their examples the fact that they feel a difference in the attitude towards themselves in the management team compared to the attitude towards men by their male colleagues.

The most typical examples are summarized in Table 2 for frequently occurring constructs:

Table 2

Focus group results among female respondents

Construct	Example
Strength	"Men communicate with us on an equal footing and demand from us equivalent thinking, strength, and behavior. And we can look at the situation in a completely different way. And sometimes our soft decisions or actions can be more effective. But they do not recognize it. They like it when we make tough decisions, together with them, we face the problems of business. Weak team members are not needed".
Determination	"Men quite often criticize us for our emotionality and the feelings we bring into business. For them, it is more important to make decisions and act with a cool head. We, however, often cannot do that. It is essential for us to understand what emotions our ideas and actions will evoke in others".
Confidence	"The male understanding of confidence is different from the female. For us, women, perhaps some uncertainty is indeed characteristic. But not to that extent that men imagine. Sometimes they are ready to exclude us from the discussion of the issue, just to expedite the adoption of a confident decision".
Risk propensity	"The most basic claim of male colleagues against a female leader is that they do not feel fortitude". "They constantly point out that risk is a noble cause, but masculine".

Male participants in the focus groups expressed clear opinions about the differences between female managers and their male colleagues in the management team. However, they struggled to provide specific examples to support their views, further confirming the influence of gender role attitudes. The most typical statements about women's differences are presented in Table 3, grouped according to the most frequently occurring constructs.

Table 3

Focus group results among male respondents

Construct	Example
Strength	"Women are definitely stronger than they seem. If a decision is made, they can go to the finals much longer. They can work a lot. In my team, I am always amazed at the women who run the workshops with male workers. And they can cope no worse than me."
Femininity	"A female leader cannot be feminine. This is not the quality that is required in management. Here, completely different characteristics are needed. Otherwise, this is not a leader."
Conflict resolution	"It often seems that women can help smooth out disagreements. But in business, this law does not apply. Here, it is not so easy for women to give up their opinions or hear others. Therefore, it's more often for men to resolve conflicts."
Determination	"Sometimes it can be annoying that women can discuss the same issue for a long time. Because of this, our weekly meetings are always delayed. Among men, the conversation is short: problem, solution, let's go. And women can even start moving and stop to discuss something else."
Confidence	"If I could add one quality to my female colleagues, I would add confidence. They have great solutions, but because of uncertainty, they may be silent, not offer or not do anything."
Risk-propensity	"This is not necessarily bad; very often it is women who save the business from rash decisions. But often it's even annoying, because there is no risk-free business. And women want to provide for everything as much as possible."

As we can see, focus groups confirmed the presence of gender stereotypes in relation to "woman as a partner in a management team" mainly in the block "result orientation". In addition, there were also attitudes towards the manifestation of qualities of femininity and strength.

In general, we can say that the results of focus groups confirmed the results of the study of sex-role stereotype with the help of repertory grids. Thus, the constructs we proposed allowed us to see the main problem area in business interaction between male and female managers - success orientation or achievement motivation. Men lack more confidence and purposefulness in women as business partners, which is felt by women themselves. Accordingly, this can be a reason for conflicts and a reason for ineffective business interaction. From a practical point of view, this knowledge allows a manager to direct efforts to clarify issues related to the effect of gender stereotypes and take this into account in decision-making, team building, and the development of subordinates.

Discussion

The research data demonstrates how traditional gender stereotypes, formed among both men and women, continue to negatively influence the perception of women in management teams and create obstacles to their effective interaction, especially in conflict situations. This statement is supported by both quantitative and qualitative research.

The study found that a woman seeking to occupy a leadership position will need to overcome a number of preconceived stereotypes. People are known to perceive female leadership styles as overly relationship-oriented and unacceptably soft in conflict situations. At the same time, clear boundaries of power and authority, which are established through strict approaches, are more typical for men. The existing public image, which distorts the idea of female leadership, should be corrected by studying various styles and approaches that are equal and acceptable for both men and women in management.

The study of socio-psychological literature allows us to state the insufficiency of special studies devoted to the problem of the possibility of diagnosing gender stereotypes as personal constructs of members of management teams.

Gender stereotypes negatively affect the perception of professional roles, particularly managerial ones. This is confirmed by research, including the work of   O.I. Verveyko. The stereotypical perception of male management forms the image of a strong leader, willing to take risks, make tough decisions, and combine strategic and operational approaches. In contrast, the stereotypical female managerial role is seen as people-oriented, tactical, situational, risk-averse, and inclined toward compromise. As a result, both men and women tend to prefer men for leadership positions.

Additionally, differences in motivation are also observed: "male" motivation is perceived as pragmatic and result-oriented, whereas "female" motivation is viewed as humanistic and people-centered (Verveiko et al., 2014).

M. Tremmel's study concerned the perception of leadership qualities of men and women. The authors used Peabody's semantic differential, which provided flexibility since there were no strict gender categories. The results showed that typical leaders and female leaders are evaluated more positively compared to male leaders and that women often devalue male leaders (Tremmel et al., 2023).

Thus, as our review has shown, the available studies are predominantly focused on the study of power relations in the continuum of interaction between supervisor and subordinates. This confirms the review of studies made by A. Juniar et al. (2024). The perception of partners in the management team remained beyond the boundaries of research interest. The used diagnostic toolkit gives the study additional significance as an example of organizing and interpreting the research with the help of repertory grids.

From a practical point of view, the results of the study confirm the importance of awareness of gender stereotypes for effective interaction in work teams. Managers and members of management teams should be prepared to take these stereotypes into account in order to reduce their influence on decision-making and increase the effectiveness of teamwork. It is important to understand that women, despite stereotypes, can exhibit high leadership skills and make

important decisions that can significantly improve organizational performance. Future research that focuses on overcoming these stereotypes can contribute to a more inclusive and productive work environment.

Conclusion

It has been found that hybrid management teams are becoming more common. However, the effect of sex-role stereotypes due to the gender and ethnicity of members of such teams can limit their effectiveness. The manifestation of such stereotypes is observed in relation to women from their male colleagues. In the perception of male managers, women are inferior to them in the determination and motivation of achievements. What could be the cause of a potential conflict, as well as a weak link in this management team. Thus, the repertory grids as a method allowed us not only to ascertain the presence of sex-role stereotypes, but also to identify the personal constructs of the members of the management team and determine the "growth zone" for this particular team.

The materials in this article may be useful for managers and members of hybrid management teams, for consultants in the field of improving the quality of management activities, for researchers and students of the specialties of "Psychology" and "Management".

In the research process, new questions and problems arose that needed to be addressed. It is necessary to continue research on the possibilities of repertory grids as a diagnostic tool for sex-role stereotypes of hybrid management teams.

Contribution of the authors
The authors' contributions to this article are equally distributed and divided among them according to the following criteria:
L.S. Nazyrova – formation of the idea, formulation of key goals and objectives of the research; writing the text; approval of the final version of the scientific article for publication (responsible for all aspects of the work, data accuracy and integrity of all parts of the article).
Y.I. Barabanova – carrying out data collection; applying statistical, mathematical, computational or other formal methods to analyse and synthesise the research data; approving the final version of the scientific article for publication (responsible for all aspects of the work, data accuracy and integrity of all parts of the article).
R.Zh. Tyulyupergeneva – development of key aims and objectives of the research; compilation of graphs, tables, preparation of text for publication; approval of the final version of the scientific article for publication (responsible for all aspects of the work, accuracy of data and integrity of all parts of the article).
N.A. Ladzina – methodology design, substantial contribution to the design of the paper; critical revision of the text and making comments; analysing and interpreting the data obtained,

formulating final conclusions; approval of the final version of the scientific article for publication (responsible for all aspects of the work, accuracy of data and integrity of all parts of the article).

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Возможности методики репертуарных решеток в исследовании содержания полоролевых стереотипов членов гибридных управленческих команд

Аннотация. Актуальность проблематики формирования корпоративной культуры многообразия, гендерного равенства и инклюзивности в казахстанских компаниях привлекает внимание руководителей организаций разного уровня. В связи с этим углубленное изучение особенностей психологических регуляторов поведения и деятельности позволит внести вклад в продвижении данной политики.

В статье подробно рассматриваются возможности исследования содержания полоролевых стереотипов во взаимодействии руководителей в условиях формирования гибридных управленческих команд. В качестве инструмента диагностики апробирована техника репертуарных решеток, основанная на теории персональных конструктов Дж. Келли, которая позволяет выявить групповые и персональные установки. По результатам исследования представлена диагностическая модель, описан алгоритм разработки репертуарных решеток и проверки результатов с помощью фокус-групп.

Диагностическая модель позволяет использовать репертуарные решетки как эффективный метод выявления существующих полоролевых стереотипов членов гибридной управленческой команды и на основе полученных результатов строить эффективное обсуждение и принятие ценностей и правил командной работы в гибридных управленческих командах.

Ключевые слова: ценности, лидерство, корпоративная культура, гендерное равенство, инклюзивность, команда, полоролевые стереотипы.

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Гибридті басқару команда мүшелерінің жыныстық рөлдік стереотиптерінің мазмұнын зерттеудегі репертуарлық торлар әдістемесінің мүмкіндіктері

Аңдатпа. Қазақстандық компанияларда гендерлік теңдік пен инклюзивтіліктің, корпоративтік мәдениетінің көптүрлілігі қалыптасу мәселесі өзектілігі әртүрлі деңгейдегі ұйымдар басшыларының назарын аударады. Осыған байланысты мінез-құлық пен іс-әрекеттің психологиялық реттегіштерінің ерекшеліктерін терең зерттеу осы саясатты ілгерілетуге үлес қосуға мүмкіндік береді.

Мақалада гибридті басқару топтарын құру жағдайында басшылардың өзара әрекеттесуіндегі жыныстық рөлдік стереотиптердің мазмұнын зерттеу мүмкіндіктері егжей-тегжейлі қарастырылады. Топтық және жеке нұсқамаларды анықтауға мүмкіндік беретін, Дж. Келлидің жеке құрылмалар теориясына негізделген, диагностикалық әдіс ретінде репертуарлық торлар техникасы апробацияланды.

Фокус-топтардың көмегімен нәтижелерді тексеру және репертуарлық торларды әзірлеу алгоритмі сипатталған, зерттеу нәтижелері бойынша диагностикалық модель ұсынылған. Гибридті басқару топтарында командалық жұмыс ережелерін және құндылықтарды қабылдау мен алынған нәтижелер негізінде тиімді талқылауды ұйымдастыру және гибридті басқару команда мүшелерінің жыныстық рөлдік стереотиптерін анықтаудың тиімді әдісі ретінде диагностикалық модель репертуарлық торларды пайдалануға мүмкіндік береді.

Түйін сөздер: құндылықтар, көшбасшылық, корпоративтік мәдениет, гендерлік теңдік, инклюзивтілік, команда, жыныстық рөлдік стереотиптер.

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