Lecture 1. The concept of "leadership" and the role of leaders in modern society.

1.1.   Concepts, main categories.
1.2.   Portrait of a modern leader.

1.1. Concepts, main categories.

In each organization there is a horizontal and vertical division of labor, in the process of which managers receive authority, ie the right to influence the behavior of subordinates to ensure the goals of the organization. The right to influence the activities of subordinates is a necessary prerequisite for management, but does not guarantee the effectiveness of such influence. There are various ways to exercise this right: from strict autocratic to the least (liberal) interference in the activities of subordinates. Each of these methods has a right to exist and is widely used in practice. Choosing the best of them in each case, and so as to ensure the ability to influence individuals and groups in the process of directing their activities to most effectively achieve the goals of the organization is one of the most important tasks of the manager. According to J.

True leaders are distinguished by the presence of a specific feature - the ability to choose for each situation the best mechanism for influencing subordinates, the ability to effective leadership.

To understand the essence of leadership, it is important to first understand the following categories:

1) powers;

2) influence;

3) power.

Powers are a formally sanctioned right to influence the behavior of subordinates.

Influence is the behavior of one person that changes the behavior of another. From the point of view of management, it is not the influence in general that is important, but the influence that ensures the achievement of the organization's goals.

The ability to influence the behavior of others is called power.

Management is a mental and physical process that leads to the fact that subordinates perform specific functions and solve certain tasks.

Leadership is the process by which one person influences group members.

A leader is a person who is both a leader and effectively manages his subordinates. His goal is to influence others to do the right thing.

Influence is any behavior of one individual that changes the behavior, feelings, attitudes of another individual.

Means of influence: request, order, threat, idea.

Power is the ability to influence other people's behavior.

The leader needs power, because he depends on others who do not obey him, and will not constantly obey orders.

Leadership issues have aroused people's interest since ancient times. However, a systematic, focused and extensive study of leadership began only in the days of F. Taylor. However, to date, no full agreement has been reached on the concept of leadership and methods of studying it.

The essence of leadership and management are the main differences.

The concepts of "leader" and "leader" have much in common. Both organize, motivate the group to solve the tasks set before it, determine the choice of ways and means of solving them. However, these concepts are far from identical. The difference between the concepts of "management" and "leadership" is due to the existence in any organization of two types of relations - formal and informal. Leadership is a process of influencing people, generated by the system of informal relations, and management implies primarily the presence of clearly structured formal relations through which it is implemented, and the role of leader seems to be determined by the formal structure of its functions, usually the right to sanction is undisputed, etc. Leadership, on the contrary, is formed spontaneously, spontaneously, at the level of semi-conscious psychological benefits. Thus, we can identify the following main differences between leader and leader:

1. Being a leader and being a leader are not the same thing.

2. The influence of the leader is based on power and its sources, leadership is based on the process of social influence and interaction in the organization.

3. Management involves the relationship "leader - subordinate", leadership - "leader - follower"

4. The leader is primarily a formal leader, but leadership itself determines the presence of an informal basis. You can be a leader and not be a leader.

5. Leadership differs from leadership by less stability, because it depends on the mood of the group, the nature of the situation and is not supported, unlike the leadership, the system of legal sanctions;

6. The management process is determined not only by internal but also external circumstances (eg, relationships with other organizations, etc.), while the leader solves only problems that arise in the group;

7. The leader acts within the group, and the leader connects the group with other social systems.

Leadership is a type of managerial interaction that is based on a more effective combination of different sources of power for a given situation and is aimed at motivating people to achieve common goals.

A leader is a person who has the general recognition of a group that is listened to and that is able to lead people.

The influence of the leader usually has two sources:

personal authority (members of the group recognize the leader due to his position, experience, skills, education, etc.);

charismatic qualities (humanity, politeness, morality, etc.). Leadership in the organization is manifested through special types of relationships.

The essence of leadership, therefore, is that followers recognize a leader only if he has proven his competence and value to them. The leader receives power from the followers and to support it he must give them the opportunity to meet their needs. In response, followers meet the leader's need for power and provide him with the necessary support.

The combination of formal and informal leadership is considered ideal, ie the official leader is recognized as a member of the group and as a leader. In this case, his formal rights are complemented by the possibility of informal influence on the group. In cases where the leader and the leader do not coincide in one person, there may be dissatisfaction with work and increased conflict.

Many qualities inherent in a recognized leader are known and they are all very different.

Farsightedness. The leader needs to be able to define goals and explain their content to others.

Prudence. This quality is difficult to define or measure, but it is undoubtedly unique to a recognized leader.

Ability to objectively assess the qualities of their subordinates and do everything possible so that they can fully apply them in the common cause.

Energy. Management is exhausting physically, mentally and mentally, not least because the leader is completely under the power of his ideas. Endurance is the key to successful leadership.

Determination. As the leader paves new paths in business and takes all possible risks, he is more likely than anyone else to fail in his endeavors. Therefore, it is important to be able to stand up after defeat, and to consider every failure as part of training.

Sequence. This is a kind of indicator that determines a successful leader. The ability to manage largely depends on the predictability of management methods, views and decision-making manners. Those who are overwhelmed by success forget about it - and the leader's relationship with colleagues is complicated by his variability and inconsistency, especially with the high growth rate of the organization. Justice. The concept of good relationships with people can be interpreted in different ways. But it is important to emphasize that fairness and consistency are interdependent: for example, if a leader expects his subordinates to give back a job that guarantees them a place in the firm, it is much more important that this rule applies to everyone without exception. The fairness with which a leader addresses such issues has a huge impact on the company's moral climate.

Inexorability. If necessary, the leader has to act ruthlessly. The goals of the organization are paramount, and the determination with which the leader acts is a good indicator of the firm's health. Ruthlessness is not necessarily cruelty or insensitivity. The moral and ethical principles of the leader are an important part of his influence on the organization, and if the majority of employees consider these principles reasonable, any actions of the leader will be perceived by them in a favorable light.

Self-knowledge. Many leaders are so eccentric and selfish that they sometimes resemble a politician or a revolutionary, but this can kill the leader's best intentions to gain the trust of his employees. Therefore, for a leader such traits as the ability to understand the reasons for what he does, to assess their strengths and weaknesses, to draw conclusions from both successes and failures are extremely important.

Personal abilities. A leader must be able to speak and listen. He should learn to set and maintain the efficiency of employees. A leader needs to know people's motives, know how to encourage and, if necessary, comment on them. And finally - but not least - he must feel when to intervene and when it is better to stay away, in other words, be able to transfer to others part of their powers.

Powers give the leader power over subordinates. For example, subordinates depend on the manager in such matters as:

- salary increase;

- promotion;

- work tasks, etc.

However, subordinates also have power over the leader. He, in particular, depends on them in matters:

- obtaining the necessary information for decision-making;

+ - establishing informal contacts with employees of other departments;

- the implementation of influences that subordinates may have on their colleagues, etc.

Forms of government:

Power is based on coercion or influence through fear.

The performer believes that the influence has the ability to punish, which will prevent the satisfaction of needs.

Disadvantages:

- expensive, as it requires the use of effective systematic control;

- minimum productivity.

Reward-based power (positive emotions).

The performer believes that the one who influences can satisfy the need.

Disadvantages:

- difficulty in determining the reward

- limited resources;

- limited powers.

The power of example (the standard of power of charisma).

The performer believes that the characteristics and properties are affected so much for him that he wants to be the same).

Charisma is power built on the strength of a leader's personal qualities or abilities.

Characteristics of charismatic people:

- availability of energy;

- significant appearance;

- independence of character;

- good rhetorical abilities;

- decent and confident manner of behavior.

Disadvantage - is situational.

Legitimate power or influence through tradition

The performer believes that the influencer has the right to give orders, and his duty - to obey them.

Disadvantages:

- actions to the detriment of the organization;

- there is no connection between the traditional values of the reward of satisfaction.

Expert power or influence through inner faith.

The performer believes that the influencer has special knowledge that can meet the need.

Disadvantages:

- duration of manifestation;

- weak stability;

- changes the balance of power.

Influence through persuasion and participation

Persuasion is the effective transmission of one's point of view.

Belief is based on the power of example and the power of the expert. The performer understands what he is doing and why, the leader influences by persuasion and does not tell the performer what to do, but "sells" what needs to be done.

Applying beliefs, the manager assumes that the performer has some power, ie the manager recognizes the dependence on the performer.

Belief is influenced by the fact that it brings to the attention of the potential performer that, having done as the leader wants, he satisfies his own needs.

The ability to influence by persuasion depends on the following factors:

- the leader must be trusted;

- the argument must take into account the intellectual level of the listener;

- the goal set by the leader should not contradict the value system of his students.

Rules to increase the effectiveness of persuasion:

accurately identify the needs of students and address them;

start a conversation with a topic that will interest the listener;

create an image that inspires trust;

ask for a little more than necessary;

speak according to the interests of the listener.

The advantage of one form of influence is that the performance of work by one affected employee will not need to be verified, and it will be performed in large quantities.

Disadvantages: slow action, uncertainty, one-time action.

Influence through participation

The leader directs people's efforts and promotes the free exchange of information, while the expert power of the leader and the performer unites in a single position in which both believe.

Situation in which this form of influence is not applicable:

- if employees do not like ambiguity and prefer a clear division of labor;

- if managers do not want to give up traditional powers.

Rules that increase the effectiveness of the impact:

the need to be addressed must be active;

the performer must consider the impact as a source of satisfaction or dissatisfaction with the need;

the performer must believe that his efforts meet the expectations of the manager.

Changes in the environment of the organization (in particular, in the level of education of the leader and subordinates, their financial situation, etc.) reduce the ability to influence subordinates through traditional forms of government. There is a need to look for ways to cooperate with subordinates in order to be able to influence them.

The main means of such influence are persuasion and involvement.

Persuasion is based on the power of example and the power of the expert, but differs from them in that the performer is fully aware of what he is doing and why. At the same time, the leader understands that the performer has a certain amount of power that can reduce the ability of the leader to act. However, with consent, the leader has a strong influence on the needs of the performer in respect. Persuasion is influenced by the fact that the performer realizes that by doing as required by the leader, he meets his own needs. Weaknesses of persuasion are: slowness of influence; uncertainty of results; single action.

Involvement. In this case, the leader does not make an effort to impose his opinion or will on the subordinate. The leader only directs the efforts of the subordinate and promotes the free exchange

of information. The process of influence in this case is better due to the fact that people tend to work harder to achieve the goal that was formulated with their participation. Participation in decision-making provides an appeal to the needs of a higher level (power, competence, self-esteem).

Powers, influence and power are tools of governance. As such, they can be used in different ways. Of course, the results will be different. Thus, the effectiveness of management depends on the way the manager exercises the powers granted to him to achieve the goals of the organization. The concept of "leadership" is used to characterize such methods.

Leadership is the ability to influence individuals and groups in the process of directing their activities to achieve the goals of the organization.

Leadership is the process of influencing a group and individuals to lead them to the joint implementation of management decisions aimed at achieving goals.

Leadership is formed through interpersonal contacts of people and their individual initiative and gives people informal authority.

People around them perceive the leader according to A models:

One of us is the way of life of a leader identical to the way of life of any member of the team.

The best of us is a leader, an example for the whole group as a person and a professional. Leader's behavior is an object to follow. The embodiment of virtues - the leader is the bearer of universal human norms of morality, shares with the group social values.

Justification of our expectations - people hope for the permanence of the leader's behavioral actions, regardless of the changing situation, want the leader to always be true to the word and not to deviate from the course approved by the group.

1.2.Portrait of a modern leader.

 Portrait of a modern leader.

Leadership has no specific certainty for different situations albeit even one character - economic, military or political.

Perhaps this explains the multifaceted nature of leadership itself, the presence different approaches to its analysis, as well as the halo of mystery that surrounds the very phenomenon of leadership.

Man from the moment of his birth strives to be the first. It desire in her blood, and, as psychologists say, it has its own deep content. To be the first means to be a leader, the best, to stand out from the crowd others.

A leader is first and foremost a group phenomenon. Wherever they gather together more than two people, there is a problem of who will manage, manage in a relationship. In the process of forming a group, some of its members begin to play more active role than others, they prefer, their words are listened to with with great respect, and they gain a dominant position among such themselves as they are. In this way there is a division of group members into those those who lead, and those who follow them, that is, leaders and followers.

The term leader is ambiguous and translates as he who leads, goes ahead, shows the way. It can be presented in such angles:

• is a member of the group for which it recognizes the right to make decisions in significant situations for her;

• is an individual who has a goal, is able to play a central role in the organization of joint activities and regulation of relations in the group;

• is an authoritative person who knows how to influence people, boldly takes take responsibility and believe in success;

• this is a person who has learned to manage himself, to control his own thoughts, words, emotions and actions and pass them on to others to follow;

• is a person who is endowed with certain qualities, skills, skills and which they believe, trust and love;

• is a bright charismatic who is perceived, evaluated as endowed with special internal and external features individuality, able to retain interest, capture, effectively influence others.

A leader cannot appear by himself. Naturally, the story The concentration of leadership in each group proceeds differently. You can outline the main starting points and events of the growth and functioning of the group, as well as those significant characteristics of its members that contribute to the emergence of a leader as such:

• "one among us". The leader of this type is not particularly distinguished among members of the group, he is not an "alien". Study of successful business biographies leaders shows that such a leader has certain commonalities characteristics that are common to all members of the group. It is perceived as "First among equals" in a particular field, is the one who is the most "lucky" or

one who happened to be in a leadership position. In general, he thinks group, lives the life of the group, rejoices and mourns with it, accepts the right decisions and makes mistakes like all other team members;

• "the best of us". A leader belonging to this type stands out from groups for many (business, moral, communication, professional and other) parameters and is generally perceived as a model to follow, because in most cases it looks better than others;

• "good man". A leader of this type is perceived and valued as the real embodiment of good moral qualities: honesty, decency, justice, kindness, attention to others, willingness to come to

help, ie is the bearer of humane traits and personality traits;

• "servant of the group". Such a leader always strives to play a role expresses the interests of their supporters and the group as a whole, focuses on them opinion and acts on their behalf, enjoys the authority and trust of the group. In order to to remain a leader, he must accept, or pretend to "live

group ", accepts the traditions, norms and goals of the group and helps it to achieve goals. If such a leader does not cope with the function of group representation in the external environment, unable to "speak on behalf of all", the group nominate a new leader;

• "main leader". In the process of quantitative growth, increasing numbers functions and concretization of group goals develops a hierarchy of measures influence among group members. Objective conditions for nomination are being created type of "supreme", rank leader. However, this does not apply to large and complex groups where many leaders can emerge;

• "influential leader". Analysis of the emergence of leaders shows that they appear in difficult, critical situations when needed instant and important changes. If in such a situation any individual can ensure the achievement of goals or security of the group through their personal characteristics, then he will most likely become the leader of this group. Thus thus, the degree of danger or difficulty in overcoming the obstacles with which the group encounters, determines not only the fact of leadership, but also volume and forms of its distribution. In the most critical situations, leadership focuses, concentrates in one hand;

• "novice leader". A new leader may emerge as a result administrative action, appointments, and most likely during the period when the old leader does not meet his leadership position as a strategist, expert, planner, administrator. Favorable circumstances for nomination A new leader can arise not only when someone has shown incompetence or under the influence of external threats, but also due to internal group conflicts.

Perceptions of the leader by individual members of the group may not coincide or overlap. Yes, one employee can evaluate leader as "one among us", others perceive him at the same time and as

"The best of us", and as a "servant of the group", "an important leader". For all these characteristics are characterized by one thing - all the above leaders play the main role in the organization of the common cause, in building relationships in a particular group.

Management cannot function without a leader, after all it plays a significant role in making this process effective. Depending from the nomination and perception of the leader of the group can be distinguished different types of leaders.

In the process of communication, the manager has to play three main roles.

First, it is the role of coordinator, connecting one group of people with another and facilitating dialogue between them. This role is image and representation in the outside world; the actual can play a nominal head of the firm, ensuring its inspiring actions of people aimed at the leader, achieving the goals of the firm; a communicator that creates the possibility of reliable continuous contacts between employees.

Secondly, it is the role of the informant, providing the reception, transmission and processing of various types of information. This role can be played by a controller who monitors the work of subordinates, comparing it with the goals. It can be taken over by a disseminator who is aware of all the changes that affect the work of employees, informing them about it, which explains the company's policies. This is a representative who explains the meaning and nature of the problems to other departments or partners.

Third, it is a decision-making role. It is played by an entrepreneur who is looking for new ways to achieve goals and takes full responsibility for the risk associated with them. It is played by the manager responsible for allocating the company's resources. It is finally played by a representative of the company, which is negotiating with partners. Senior managers of the firm are usually nominal heads, coordinators, representatives, determine the goals and basic principles of activity. Middle managers often act as generators of ideas, representatives in negotiations, coordinators | activities of their subordinates, defining their functional responsibilities and goals that improve the production process. Lower-level managers - masters - are closer to the direct performers. Goals for them are formed in the near future by immediate superiors and are focused on increasing productivity, skills of individual employees, reducing marriage. Unlike previous categories of managers, they do not decide "What to do>?", But "How to do"?

According to their attitude to work, managers are divided into passive and active. Passives use, as a rule, the principles of activity developed by others, are closed mainly to the subordinates, trying to control all their actions. In everyday work, such managers are limited to solving narrow problems, and from a routine position. They are taken only for the benefit of their careers and allow them to "score points", and here, fearing risk, they act only according to the scheme "so that for sure", do not try to broaden their horizons, and fill the lack of knowledge and ideas their theft from their subordinates.

In contrast to the passive leader of the active type does not sit still, strives for trials, gives himself completely to work. He has clear attitudes to life, demanding of himself and others, strives for perfection. Such a leader is constantly in the thick of life, constantly develops and reviews and, in accordance with the situation, the principles of activity for themselves and for others. He seeks to constructively use any, even conflict, situations, without fear of risk and responsibility. An active manager seeks and establishes urgent contacts with others, encourages their independence, gives the opportunity to stand out. In the active. The manager has all the necessary talents to become a leader of a team that combines formal recognition of leadership and informal subordinates. Surrounding, according to psychologists, perceive the leader on four main models: 1) "One of us", '2) <The best of us is a role model>; 3) <Incarnation of virtues>; 4) "Justification of all expectations", according to which they build their attitude to it, allow the leader to extend their influence to the team and each one individually.

Organizational leadership.

Classification of leaders.

Responsibilities of the manager and the head.

1.6. Psychotype of a leader.

Management cannot function without a leader, after all

it plays a significant role in making this process effective. Depending

from the nomination and perception of the leader of the group can be distinguished different types of leaders.

At the same time, it is possible to make the following classification of leaders

according to the peculiarities of their activities:

1. The content of activities:

a) the leader- "creator" of the situation, not only creates, but in most cases

solves it;

b) leader- "performer", ie a device that sensitively catches

group mood after the situation is created.

2. By leadership style:

a) an authoritarian, self-centered leader;

b) democratic, group-oriented.

3. By the nature of activity:

a) situational leader, ie one who knows how to create and decide certain, similar situations;

b) universal, which copes with the responsibilities of the organizer different situations, not similar to each other.

In groups of people distinguish between "formal" and "informal" leadership. Formal leadership is the process of influencing people from a position position, associated with the establishment of rules and implies functional relationships.

Informal leadership is the process of influencing people through help their abilities, skills or other resources and arises on a personal basis relationships of participants. How to feel the difference between those whom the leaders made position, and those who are called leaders because of their nature and behavior?

There are uppercase leaders and lowercase leaders. Most people seeks to work with the latter, and here's the difference between them:

Leaders (capitalized) are people with power. To such belong to the official leaders of organizations or teams. They are expected leadership behavior, as their job description commands them to rule.

In the end, it is clear that if you have a higher salary and much more more authoritative position - so "manage the banquet" will be you. With lowercase leaders are people who simply guide and direct others them, regardless of their position or functional responsibilities. They are active,

set their own example by being the first to make difficult decisions or undertake the most difficult work. They are not leaders (by position), they are leaders by vocation. Life shows that there are certain patterns:

- not every leader is able to lead people and set an example for them;

- not every leader holds the position of leader;

- leaders sometimes behave like leaders, but not always;

- leadership is not only in the leaders, but also outside them;

- A true leader has more charisma than ordinary members commands.

What is the vocation of a true group leader? Researchers of problems leadership and leadership in work teams emphasize the special the value of the leader for the group and reveals its main functions that are inherent to formal and informal leader and due to the characteristics of this group:

1. A leader is a politician. This is an important function where the leader sets the line group behavior, group goals, methods of achieving them. There are three sources achieve this:

1) Top-down instruction received by the group from management according to subordination. However, lower-level leaders are involved in quality consultants, with the right of advisory vote.

2) Indication "from below", ie the decision of the group itself. Although the goals and means

defined below, but the leader is responsible for their implementation, because he, as a member of the group, is also involved in the development of these tasks and methods.

3) Indication of the leader himself, provided that he has autonomy in the adoption decisions and the group trusts him).

2. The leader is the administrator. The most obvious role for a leader is the supreme coordinator of the group's activities. Whether he himself develops the main activities of the group, whether they are offered to him above, his responsibility invariably includes function performance monitoring. And the essence of the administrative function is not to perform the work independently, but to delegate it to other members groups - transfer of responsibility and authority to others.

Numerous leadership functions receive integration in the all-encompassing role of "father" for

group members.

3. A leader is a strategist. A leader often acts as a developer methods and means by which the group achieves its goals. This feature can include both the definition of immediate steps and development long-term action plans. Often the leader determines the overall strategy, action plan, he alone knows the way forward, all other members of the group are familiar only with separate, unrelated parts of the plan.

4. The leader is an expert. The leader is often the person being approached as a source of reliable information or a qualified professional.

Of course, in the distribution of functions in large groups of leaders (leaders organizations) turn to the services of various deputies, specialists and consultants. In this case, the choice of these experts of the second degree clearly characterizes the abilities of the leader.

In almost all cases where members of the group depend on the person whose technical knowledge and qualifications are required to achieve group goals, around this person there is a polarization of power that she can use to strengthen their leadership role.

5. The leader is the representative. The leader is an official of the group who acts in the external environment on behalf of the team. Therefore, the participants groups do not care who will represent them and how. The leader in this case represents all members of the group, their collective mind, will, emotions, transforms information that comes out of the group and received for the group.

6. The leader is the regulator. The leader performs the function of regulation interpersonal and business, formal relationships within the group and carries its influence through a communication network, which can take many forms. IN in some groups all information passes through the leader, sometimes existing in the group people close to the leader who close this network.

7. The leader is the distributor. Here the leader acts as an arbitrator and peacemaker. A particularly important circumstance of group regulation relationship is a system of incentives and punishments that the leader uses to control and adjusting the activities of group members. This feature is high

requirements for the personal qualities of the leader, his sense of justice and especially

in groups where more attention is paid not to the material but to the moral factor. The leader must know the individual motivation of each member of the group, to compare the effect of incentive and penitentiary measures to each of the group members. In addition to administrative regulation

activities of members and the application of formal incentives, the leader can skillfully apply informal social sanctions that are common consist of small groups. Informal sanctions are tricks, according to through which people who know each other closely express respect those whose behavior meets their expectations and show dissatisfaction those who do not live up to their

expectations. In general, full leadership allows you to manage people without them resistance and dissatisfaction, formal control, fear and punishment.

8. A leader is an example. The leader in most cases serves as a source values and norms that make up the group worldview. In some groups the leader can serve as a model of behavior for other members of the group, ie provide them with a clear indication of who they should be and what they should be they have to do. A true leader is the focus of all positive emotions members of the group, the ideal object of identification and a sense of devotion.

9. The leader is a symbol. Groups with a high degree of cohesion do not seek to only to internal but also external differences from other individuals. Members of such groups use different differences in clothing, behavior, style activities. Leaders, being the core of such groups, begin to perform their function characters: their names are assigned to the whole movement, considering their case as continuation of the leader's personality (for example, various scientific schools, currents, mannerisms, etc.).

10. The leader is a responsible person. Often the leader plays an important role a role for group members in relieving them of responsibility for personal decisions and the action they would like to avoid. Favorite expressions of leaders: "all claims – to me "," follow my orders "," pass on what I ordered "are to this function. Thus, in response to the devotion of the follower the leader undertakes to make decisions for him. Moreover, there is a situation that followers are quite willing to pass on their own freedom of action for leaders.

These functions of leaders are of different importance in relation to different types of groups. Of course, not all members of the group perceive the person equally and the actions of the leader. Note that the leader exists in the minds of followers within their personality, ie the possibility of human perception of man limited to the personal data of the perceiver. Also, the less an affordable leader, the more space he gives space for followers' imagination constructing his (leader's) image. Therefore, it is difficult to distinguish among these the roles of the leader are primary and secondary, their value varies depending on internal and external factors, all that can be called life

team. If the problems faced by the group are very difficult in their own way range, leadership functions are usually divided between several persons. As tasks are simplified, leadership becomes concentrated, and when easy group tasks leadership is sprayed again (task so simple that everyone can solve it on their own).

Now let's turn to the phenomenon of leadership. Leadership ("Leadership", English) - the implementation of organizational leadership, which covers developing a vision, planning, decision-making, motivation, organization, development, empowerment and direction of activities

people to achieve specific goals.

Leadership is considered in three important aspects:

1. Leadership is a type of power, the specificity of which is direction from top to bottom, as well as the fact that its carrier is not the majority, but one person or group of people.

2. Leadership is a managerial status, social position, related to decision making, this is a leadership position.

3. Leadership is an art, the crown of managerial activity, the ability to influence both the individual and different groups of people with a purpose directing activities to achieve the goal.

Leadership is a leading topic in psychology and nowadays there is enough scientific theories that try to explain various aspects of this phenomenon. Scientists have long been trying to find out if certain qualities make people great leaders, whether situational factors still play a major role; or

certain individuals are born leaders, or leadership is a skill that can i learn Despite the great variety of leadership theories, they can be divided into eight main directions.

Lecture 2. Theories of leadership.

2.1. Classical theories of leadership in foreign psychology.
2.2. Modern theories of leadership.

2.1. Classical theories of leadership in foreign psychology.

Max Weber (1864-1920), German sociologist, historian, economist and lawyer. The basis of Weber's methodology is to spiral into neo-Kantian epistemology, the separation of pre-existing knowledge and values; the concept of "rosuminnya", according to which social action is explained through the lucid and individual motives; theory of ideal types of abstract and quite explicit constructions of the historical process. By opposing Marxism.

Max Weber saw three types of leaders, which lead to different forms of authority:

a) Tradition of leadership. To rely on the mechanism of traditions, rituals, the power of a call. The little sign of podkoryatsya is based on a change in the sacredness of tradition and the transfer of power to the decline. The right to panuvannya leader nabuvah zavdyaki to his pacing. This type of leadership is characteristic of the traditional suspension, which is based on the authority of "everything that is ever present: the authority of morality, dedicated to the contemporaneous significance and priestly organization for everybody." On the priestly possession, the divine character and the sacredness of the right to ascend to the throne are the authority of leaders, old men, monarchs and tsars. The traditional type of legitimacy, apparently, the traditional type of leadership has been taken up to the present hour,

b) Leadership is rational and legal. To go back to the statement about intelligence, legality, the order of defrauding the leader, the transfer of the new owners more importantly. Yogo government is based on legal norms, established by the suspension of abo routine, - the goal of the leader, secured by a democratic way. The competence of the skin nose is subject to clear constitutional and legal acts. In the rational and legal suspicion, the legitimacy of power is grounded on every participant in political life in the fairness of the current rules of formulating power. The institute has the power to abide by the law. The motive is the order of the population of the state is rationally assimilating the interest of the vibe, which is chosen on the vibors, voting for that party, the leader. As a specialty of the given type of legitimacy, M. Weber called "panuvannya by virtue of" legality ", by virtue of the fact that the legal establishment of legal" competence "is based on rational rules". People collapse themselves to this type of leadership.

c) Charismatic leadership. In social psychology, the phenomenon of charisma is seen in the context of those of leadership. Understanding a "charismatic leader" is actively used in the organization of psychology, psychology and politics. Ludin wakes up from him, because of his special health and qualities of building robustness and superbly flowing on people who are so desperate.

Leaders of a certain type see a high need from an owner, they may have a strong need for action and change in the moral rightness of the one who stinks. Demanding motive from government to

become leaders. Okhnya vira, in her own rightness, gives people the impression that they are a good leader. The quality of the development of such a figure of charismatic behavior, such as the modeling of the role, the root of the image, the forgiveness of the goals of "focus of simplicity and the dramatic nature of meti", emphasis on great clarity, show confidence in the senders of the impulse to the end.

Models of charismatic leadership develop in several stages of development of self-charisma and recognition with followers. To get involved, you need to develop sensitivity to a problem, you can be attacked with criticism. Therefore, it is necessary to develop the solution of the problem in its own way. New things have been included in the bachelor's fault, before none of them have been proposed and what to build, but it is possible to inadvertently slip through the problems.

In Western psychology, there are three approaches to the study of leadership. The first theory is the "theory of leadership traits", which recognizes that a leader must be born, that is, have a whole list of innate properties and characteristics of the individual that will allow him to play the role of leader. These are such characteristics as strength and mobility of nervous processes, extroversion, ability to empathize, compassion, intellectual abilities. This theory was proposed in the 30's pp. XX century in the USA E. Bogardus. She immediately found support in many Western countries. However, during the Second World War, when interest in the problem of leadership and leadership increased, research in various countries revealed the illegitimacy of this theory.

In addition, practice has confirmed that people who seem to have these traits of a leader (strong will, intelligence, etc.) have not become leaders in life.

According to a study by E. Jennings, almost every group has a participant who exceeds the leader in mental abilities, but this participant does not have the status of a leader.

Scientists have found that the presence of a certain combination of traits does not make a person a leader. It is more likely that leadership has a complex nature and depends not so much on personality traits as on the place of the individual and the position in the structure of relationships in the group *

Observations and practice have shown that the leader in the group is the one who best understands the tasks facing the group and ways to achieve them.

In the 50's pp. "Theory of leadership traits" has been replaced by the concept of "leadership as a function of the group" (R. Cracfield, D. Krech, G. Hommans), as well as "the theory of leadership as a function of the situation" (R. Bales, T. Newcomb, A. Hare).

According to the "theory of leadership traits as a function of the group", the phenomenon of leadership is the result of group development, all members of the group are more or less participants in this process, and the leader is a member of the group who has the highest status and values.

"Leadership theory as a function of the situation" is the most common today. The same individuals in different groups may be in different positions.

For example, some individuals may be leaders in the team, at work and be in a completely different position in the family, and vice versa.

These observations have led researchers to conclude that leadership is not so much a function of an individual or a group, but the result of a complex and multifaceted impact of various factors and situations.

This suggests that in one situation an individual may be a leader and in another not. Evidence is provided that the behavior required of a leader in a water situation may not meet the requirements of another situation. A leader is constantly effective within a situation of one type. Representatives of this theory provide a list of factors that affect leadership. This is the history of a particular organization, the age of the leader, his experience, the psychological climate of the group; the

variety of work to be performed, the size of the group and the expectations of subordinates; features of team members, etc.

To build a truly scientific theory of leadership, as scientists say, it is necessary to find out how these factors interact, in which situation this or that factor will prevail.

Leadership and leadership

The concepts of leadership and leadership are closely related. However, it would be a mistake to identify or contrast them.

Unlike leadership, leadership is a purely managerial phenomenon. B. Parigin identified the following differences between leader and leader:

- the leader is officially appointed, and the leader is nominated informally;
- the head of certain legislative acts, resolutions or orders are given certain rights and powers; the leader does not have such rights and powers, nor does he have formal sanctions, using which he could influence the members of the group;
- the leader represents his group in the EXTERNAL organization and solves issues related to its relations with other groups; the leader is limited in his activity mainly by the sphere of relations in the group;
- the leader before the law, the administration is responsible for the state of affairs in the group and for the results of its activities, the leader is not personally responsible for the state of affairs in the group, for what happens in it.

According to modern researchers, leadership and leadership are forms of social interaction and integration of all mechanisms and methods of socio-psychological influence to achieve maximum effect in group activities.

If leadership by its nature is associated primarily with the regulation of interpersonal relationships, which are informal, then leadership is a means of regulating official relations within the social organization.

B. Kuzmin considers leadership as a process of managing the work of the group, which is carried out by the leader as a mediator of social control and power on the basis of administrative and legal powers. Given this, leadership is defined as a process of internal socio-psychological self-organization and self-management of relationships and activities of group members through the individual initiative of participants. In addition, the psychological literature states that a leader who is closely associated with the official organization of the group can effectively lead only if group members perceive him as a leader (in this case, leadership is an important supporting factor in the leadership process).

Given that the leader's activities are broader, the effectiveness of the leader depends on how much he relies on leaders in their activities, and they - support him. Researchers believe that the art of leadership is, in a sense, the ability to coordinate the work of leaders, rely on them, ie to strengthen the stability and viability of the official organization, skillfully use and direct in the right direction interpersonal relationships.

It is well known from domestic and Western studies that the effectiveness of group activities increases significantly if the leader and the leader are one person.

Despite the differences in the functional roles of leader and leader, the psychological characteristics of their activities have many common features, which gives grounds to describe this activity as similar.

Thus, leadership reflects the relationship of domination - subordination, influence, imitation in the system of interpersonal communication. The leader in psychological terms is always the leader, which determines the central role of regulation of interpersonal relationships in the group. The ability to influence individuals and the group, to direct their efforts to achieve the goals of the

group determines the psychological essence of leadership. Leadership authority and influence are informal, spontaneous, and supported by informal means of group control.

Leadership (as opposed to leadership) is a formally regulated socially organized process.

What leadership and leadership have in common is the ability and capacity to develop and exercise power, that is, to influence the behavior of others or the situation. This influence is carried out through various measures: authority, coercion, traditions, economic mechanisms. Depending on the means of influence, the following types of power are distinguished: legal (traditional), reference (based on example), expert, which is based on knowledge and competence, based on violence or reward, and so on.

The socio-psychological content of both leadership and leadership is that influence and power motivate subordinates to certain behaviors in accordance with the requirements of the group and the ideas of the leader or leader.

The literature describes many studies that trace the features of the combination of leadership and leadership in management. For example, researchers studied the research team in order to find out how the implementation of a leader's leadership role affects the effectiveness of the scientific unit headed by him. A special questionnaire was used to determine the satisfaction of researchers with various aspects of team membership, ie membership in the team. In addition, they found out the degree of implementation of the leader of two leadership roles: a business leader, which consisted of the subfields of critic, scholar, idea generator, organizer, scientific authority; emotional leader, which consisted of the characteristics of interpersonal contacts of team members, such as sociability, etc.

The obtained data made it possible to divide all the teams that studied into two groups: with the leader - the leader; with a non-leader. Two types of leadership were considered - business and emotional. As a result of statistical analysis, it was found that the growth of employee satisfaction with membership in the team (belonging to the team) is associated mainly with the leadership of the leader in business (scientific) and depends little on his role as an emotional leader. idea generator.

2.2. Modern theories of leadership.

In modern management, many theories are recognized that define leadership style and offer recommendations on how a leader should behave to get the desired behavior of his followers, what factors he should take into account when organizing the work of subordinates, how to perceive and influence them . Familiarity with these classical theories can broaden the horizons of the leader, replenish his set of tools, increase his erudition and professionalism. These theories reflect the views of their authors on the characteristics of personal, professional qualities and behavior in different situations of leaders of 1-2 levels, ie heads of organizations and departments in organizations. According to the Professional Standard "Organization Management",

The concept of leadership has always aroused great interest among scientists and practitioners. Summarizing the available material, we can identify four main approaches to the study of the phenomenon of leadership.

According to the theory of leadership qualities or the theory of great people, the best of leaders have a certain set of common to all personal qualities.

According to the behavioral approach to leadership, effectiveness is determined not by the personal qualities of the leader, but rather by his manner of behavior towards subordinates (leadership style).

The situational approach tries to determine which behavioral styles and personal qualities best suit certain situations. The leader must be able to behave differently in different situations.

Modern concepts of leadership focus on the study of the dynamics of the relationship between the leader and his followers.

The theory of personality traits or qualities (sometimes called the theory of "great people") dominated in the 40's of XX century. It is based on the thesis that all successful leaders have some kind of universal set of personal qualities that distinguishes them from other people. Numerous attempts to formulate a set of such qualities are already seen in the works of representatives of the classical school and the school of human relations (A. Fayol, M. Follett).

For example, A. Fayol believed that a top-level administrator should have such qualities as health, moral and volitional skills, general outlook, ability to work with people, ability to plan and control, general competence, and others.

The greatest development of this view of leadership in the organization was in the concept of O. Tid, who linked leadership with the ability to influence people to achieve a certain goal, and one that all participants consider desirable. At the same time, O. Tid was based on the fact that, firstly, only some people are able to be leaders, and secondly, most people want to lead them. Universal traits of a leader, in his opinion, are: physical and emotional endurance; understanding the purpose and objectives of the organization; enthusiasm; friendliness; decency, the ability to inspire trust in other people. An effective leader communicates his expectations to subordinates, defines the limits of their actions. At the same time,

Research has revealed a fairly large list of leadership qualities, some of which are intelligence, education, attractive appearance, honesty, initiative, self-confidence and more. But apart from the fact that scientists have not reached a consensus on a specific list of qualities, they have not been able to explain how a leader appears. Thus, this theory has certain shortcomings, namely: the list of qualities has no end, there is no close relationship between the qualities of the leader, there is no final portrait of the leader. At the same time, the approach turned out to be quite interesting, it became a kind of impetus for the development of other concepts.

Behavioral approach is associated with the development of representatives of the school of human relations. According to the original thesis of this concept, the effectiveness of leadership is determined by the manner of behavior of the leader, which is the meaning of the concept of "style". The methodological foundations of research in this area were laid by K. Levin, who in studying the phenomenon of leadership in ten-year-old children, organized into several experimental groups, identified three fundamentally different styles of their behavior: liberal, authoritarian and democratic (intermediate).

He believed that in an authoritarian style, a leader can achieve greater efficiency of the group than in a liberal and even democratic.

At the same time, this type of leadership is characterized by low motivation of subordinates, a broom number of original decisions, unformed group thinking, anxiety and aggression in the behavior of group members. In addition, K. Levin noted the lower quality of work than in the democratic style. This study marked the beginning of the search for the optimal leadership style in the organization.

This approach was developed in the works of Ohio State University specialists (D. McGregor and R. Likert), as well as in the models of R. Bake and J. Mouton.

In the late 1950s, David McGregor developed the "X" and "Y" theories that characterize management styles. Based on A. Maslow's classification and the fact that managers in the organization do not fully use the creative energy of subordinates, which seeks to get out, McGregor discovered these concepts of human behavior.

Theory "X" expresses the traditional approach to the function of management, and is to use human labor for its intended purpose at the request of the organization. First of all, management involves management in accordance with the laws of economics, various variables of the enterprise,

finance, equipment, raw materials, personnel, etc. In addition, it includes managing the efforts of employees, their motivation to work, control and adjustment of their attitude to work and performance of duties in accordance with the needs of the organization.

Theory "X" is based on the belief that without the active intervention of managers, employees remain passive, so they need to be persuaded, encouraged or punished and monitored for their activities. This pessimistic belief about the attitude of employees to work is based on the following postulates: a person does not want to work, he is indifferent and lazy by nature and seeks to avoid responsibility at the first opportunity. Such ideas have led to the rapid development of a bureaucratic, traditionally authoritarian type of organization that pays much attention to coercion and control.

Theory "Y" is the answer, a critical reaction to the theory "X", which, according to McGregor, in modern business conditions is unable to provide effective results. The theory of "" "somewhat idealizes subordination, reflecting it as a partnership of leader and subordinates. This optimistic view is based on the assumption that:

- work in itself is not something special. Under normal circumstances, people not only seek to avoid unnecessary responsibility, but on the contrary - consider it as a means of self-realization)
- the team, which is subordinated to the common goal, seeks through rational self-awareness, self-organization and internal control to rationalize their own activities;
- rewards and labor efforts are interdependent and grow together;
- invention and creativity only seek to be noticed, hidden reserves are always nearby.

Each leader differs in his individuality, ie his business, morals, social and psychological qualities. However, all the variety of individual characteristics of the leader can be reduced to certain backs. There are three types of leaders: autocratic, democratic, liberal, which are a continuum (within one extreme to another). According to the traditional system of classification, style can be autocratic (one extreme) and liberal (the other extreme).

The automatic type of leader is characterized by a tendency to individual leadership, excessive centralization of power, personal resolution of an absolute number of issues, conscious limitation of contacts with subordinates.

The leader of the autocratic type is dogmatic, seeks to subordinate the whole team to his will, does not object and does not listen to the opinions of others, often interferes in the work of subordinates and strictly controls their actions, requires punctual implementation of their instructions. Critics do not admit their mistakes. He works a lot, forces others to work, including after school hours.

The democratic type of leader seeks to give subordinates independence in accordance with their qualifications and the functions they perform, involves them in activities such as goal setting, performance appraisal, preparation and decision-making, creates the necessary prerequisites for work and fairly evaluates efforts, with respect treats people and cares about them.

The leader of the democratic type considers it his duty to constantly and thoroughly, with full openness to inform subordinates about the state of affairs and prospects for the development of the team. The leader-democrat focuses on the capabilities of the subordinate, on his natural desire to express his intellectual and professional potential.

The liberal type of leader is characterized by a lack of scope in activity, lack of initiative and constant expectation of instructions from above, unwillingness to take responsibility for decisions from above, unwillingness to take responsibility for decisions and their consequences. The leader-liberal does not interfere much in the affairs of subordinates and does not show sufficient activity, acts mainly as a mediator in relations with other groups.

In relations with subordinates, the liberal leader is polite and good-natured, treats them with respect, tries to help solve their problems. He is ready to listen to criticism and reasoning, but in most cases he is unable to implement the views expressed to him.

A leader who strives to work as efficiently as possible, to get the most out of the activities of subordinates, can not afford such a luxury as the application of any one style of leadership throughout his career. The leader must learn to master all styles of leadership, methods of influence and power, and be able to determine the best style - adaptive, ie reality-oriented.

Rance Likert and a group of his followers proposed to classify leadership styles by comparing groups with high and low productivity on a continuous ranging from one extreme - focused on work to another - focused on the person.

The work-focused manager is primarily concerned with designing tasks and creating a motivational reward system to stimulate productivity and accomplishments.

A person-centered leader focuses on improving human relationships, creating a favorable microclimate, giving subordinates maximum freedom and actively involving them in management decisions.

To confirm that there are intermediate links within the continuum, Likert proposed four basic leadership style systems:

1) exploitative and authoritarian;
2) favorable and authoritarian;
3) consultative-democratic;
4) participatory-democratic.

Leaders belonging to the first system are described as rear autocrats with dictatorial leanings. Cruel exploitation of subordinates, demanding distinguishes them from the so-called "sympathetic autocrats", who combine totalitarian traits with the initiative of subordinates. Motivation is achieved not only by force, but also through rewards. According to R. Likert, the fourth system is the most effective.

A team at the University of Ohio has developed a system according to which the behavior of the leader is classified according to two parameters: structure and attention to subordinates. According to this point of view, managers can influence people with their behavior, which differs in two criteria - structure and attention.

The structure provides for such behavior when the manager distributes production roles among subordinates, describes the tasks and requirements for their implementation; plans and schedules works; develops approaches to work performance; conveys his concern for the task.

Attention to subordinates involves the behavior of the leader, who influences people by meeting the needs of a higher level. At the same time, the leader takes part in two-way communication, allows subordinates to participate in decision-making, communicates in a friendly manner.

It was found that people can behave with varying degrees of attention to subordinates and structuring the problem.

This lattice makes it possible to identify five main characteristic types of managerial behavior:

a) the dictator;
b) the democrat;
c) a pessimist;
d) the manipulator;
e) the organizer.

Blake and Mouton gave appropriate characteristics to different types of managers.

In addition, representatives of this area have come to the conclusion that there are substitutes for leadership, ie sometimes there may be situations where there is no need for directive guidance, ie for some employees you can use self-management based on the so-called substitutes for leadership:

1) abilities, experience, training and knowledge;
2) independence and autonomy;
3) professionalism;
4) lack of response to rewards;
5) clarity, honesty and routine;
6) lack of alternative methods;
7) receiving feedback at work;
8) internal job satisfaction;
9) formalized process;
10) the impossibility of flexible relationships;
11) group approach;
12) the leader has no right to reward;
13) there is no direct contact with subordinates.

The inability to adequately explain the leadership process from the standpoint of "trait theories" has led to the development of more effective approaches. One of them is the approach proposed by scientists at the University of Ohio. At the heart of this approach is the thesis that the activities of the individual from the position of the leader (leader) is determined by the requirements of a particular position. Studies of the lowest level of management, ie the leaders of primary teams, have become widespread. Recognizing the position of a certain type of leader, the authors concluded that the specifics of this position are "marginal". What does it mean?

For the first time the concept of "marginal status of the individual" was proposed in the field of sociology of intercultural differences. Subsequently, this term began to be used by social psychologists to identify individuals who are on the border of two or more social systems (groups), but are not accepted by any of them as full participants.

The marginal status of the individual acting as a leader determines, as most authors note, the conflict of his position. The reasons for the marginality of the position of the leader are mostly associated with differences in expectations and requirements of the administration and subordinates to the behavior of the leaders of the primary teams.

The dual position of the leader causes its internal contradiction, which exacerbates the need for adequate perception of his environment.

An empirical indicator of the adequacy of the manager's behavior is the attitude of two parties - employees (subordinates) and the administration, which is determined by the degree of compliance of the actual behavior of expectations. This is what determines the need for research of perceptual aspects in the "manager-subordinate" system.

The study of perceptual aspects of the relationship of leadership and subordination involves the study of the following issues:
- perception of the head by senior management;
- perception of the head by subordinates;
- Features of perception by the head of the social environment.

The largest number of works by Western psychologists is related to the study of the perception of the head of senior management and subordinates. In particular, M. Balm studied more than one thousand leaders of the primary group (team) at nineteen companies. He found that a leader who identifies with the administration is rated "above" as the leader of a more productive group than one who identifies less with the administration. An interesting trend was also observed: the leader of a larger group is more likely to identify with the administration.

Other studies show that government officials tend to rate their subordinates higher in terms of effectiveness if they are more performance-oriented than interpersonal.

The analysis of Western studies allowed R. Stogdil to draw the following conclusions:

1. Managers who identify with the organization will be rated "above" as more effective, they are more satisfied with their work than managers who identify with subordinates or with an external reference group.

2. Coincidence, similarity in attitudes and perceptions of roles between the head and the administration leads to the fact that such leaders are assessed by the administration as more effective.

R. Likert's research, for example, found that the reaction of subordinates to the behavior of the leader always depends on the degree of consistency of the behavior of the leader with how it is perceived by subordinates, with the expectations and values of subordinates . In his opinion, leadership is an adaptive process. In order to be an effective leader, the leader must adjust his behavior to the expectations of all those with whom he has to interact. The main conclusion - the sensitivity of the leader to the values and expectations of others is an important determinant of effectiveness. In accordance with this conclusion, appropriate standards are developed for the perception of the head by subordinates.

In particular, first, that the leader was perceived by subordinates as "one of us". Second, as "similar to most of us." Third, as "the best of us." And, fourth, he must meet the expectations of subordinates.

In domestic psychology and the psychology of the former Soviet Union, the main subject of leadership psychology was considered to be the process of communication in the "manager-subordinate" system, where communicative, interactive, and perceptual aspects were distinguished.

Let's pay attention to some problems which are connected with the perceptual aspect of communication. There are two types of research. First, research focused on the study of the leadership process using techniques based on human perception data; secondly, the study of the actual phenomena of social perception on the material of the relationship between the leader and subordinates. The first type of research includes those that study the master as a leader on the basis of information received from subordinates and members of the administration, which can be explained by the specifics of the position of a certain type of leader. This specificity is due to the master's ability to find a strategy of behavior towards subordinates and administration, when he could meet the requirements of both parties.

A. Sventsytsky's research presents results that show that in many cases the evaluation of the master by employees - subordinates differs sharply from the evaluation of the master by representatives of the administration. Similar data were obtained by other authors.

An analysis of the administration's assessments of the best and worst masters in their view revealed that the master's status as a formal leader correlates with assessments of his business qualities, organizational skills and abilities.

The second type of research, of which there are very few, is devoted to the study of problems of socio-psychological compatibility of the leader and the team, "coherence and adaptability of functional, communicative and personal traits of people who communicate."

There are different levels of socio-psychological compatibility of the leader and subordinates, which are due to the perceptions of subordinates about the place of the leader as a functionary of production. Studies have confirmed the position of O. Bodalev that among the factors that determine the perception, knowledge and understanding of each other, of great importance is the nature of their interaction and the social roles that people play in relation to each other.

Researcher R. Krychevsky obtained interesting results. In his opinion, "the problem of the effectiveness of group leadership is closely related to the ability of the leader to adequately assess group members and the leader's assessments must be in some way consistent with group opinion." Significant differences in assessments can lead to conflict between the leader and the group.

Such studies raised the question: "Is there a link between the success of joint activities and a positive assessment of the personality of the leader?".

The results of research conducted under the leadership of G. Andreeva, revealed:

1. The head of the primary highly effective team is positively evaluated by both senior management and subordinates. The leader of a low-performing team is assessed by both parties as one that does not meet their expectations and requirements.

2. The basis of the assessment given to the master is the indicator of productivity or unproductivity of the work of this master.

3. Evaluation of subordinates of the head is more difficult and to some extent depends on their satisfaction with the socio-psychological situation in the team, their relationship.

So, to summarize: the study of perceptual aspects in the system "manager-subordinate" are important for solving practical problems of management. These studies can be the basis for predicting possible conflicts, as well as diagnosing and identifying their causes in the "manager-subordinate" system.

2.4. Leadership styles.

In addition to the concept of leadership, social psychology uses another concept that clarifies the idea of it. This is a leadership style. It is defined as a set of tools and methods of psychological influence used by the leader to influence other members of the group.

The concept of leadership style encompasses all possible interactions and relationships that develop between the leader and other members of the group. However, in cases where this concept is used in the socio-psychological literature, the leadership style is understood as the relationship initiated by the leader in the group.

Traditionally, there are three main styles of leadership: authoritarian, democratic and liberal.

Authoritarian style is characterized by a pronounced authority of the leader, directiveness of his actions, unity in decision-making, systematic control of the actions of the subordinates. An authoritarian leader usually does not allow his dependents to interfere in the leadership of the group, to question or challenge his decisions. He clearly divides his own rights and responsibilities of those who depend on him, limiting the actions of the latter only to executive functions. For him, the ideal subordinate is a disciplined performer.

Democratic style differs from authoritarian leadership in that a leader who uses such a style constantly turns to the opinions of people dependent on him, consults with them, involves them in making and making decisions, to cooperate in managing the group. He does not draw a clear line between his own rights and the responsibilities of other members of the group. He voluntarily transfers part of his powers to the members of the group. They, in turn, also voluntarily assume part of his responsibilities and assist the leader in performing his functions if necessary. A democratic leader values people who are independent and proactive, creative. He pays great attention not only to business but also to personal relationships in the group.

Liberal leadership style is a form of leader behavior in which he actually avoids his responsibilities to lead the group and behaves as if he is not a leader but an ordinary member of the group. The key issues of intragroup life in this case are either not dared at all, or are decided by a majority of group members by voting. In fact, in this case, the person in question is the leader only nominally, in fact, the group is not personally managed by anyone.

In addition to the three leadership styles described above, which were once identified and described by K. Levin, over time in the socio-psychological literature began to be called and discussed and many other leadership styles, including such as combined and flexible.

Combined is a leadership style in which the same leader uses in practice to communicate with members of the group elements of all three of the above leadership styles: authoritarian, democratic and liberal, and they are represented in his actions in approximately the same proportion. Such a

leader can be unambiguously attributed to any of the three types mentioned above: authoritarian, democratic or liberal.

Flexible is a leadership style in which, as in a combined leadership style, elements of all three leadership styles may be present - authoritarian, democratic and liberal, but in this case, like the leadership style itself, they are not stable. times vary depending on the situation in the group. In other words, this style of leadership is changeable and its variations depend on the situation in the group, as well as on the state and mood of the leader.

Over the years of scientific study of leadership, scholars and practitioners have repeatedly asked the question: which of the leadership styles is optimal (best)? Initially, when relevant research was still emerging, democratic leadership was considered the best. This, in particular, was claimed by K. Levin himself. It would seem difficult to argue with the arguments of the proponents of this view: indeed, a democratic leadership style has many more attractive features than other leadership styles. With this style in the group creates the most favorable psychological atmosphere for creative work, to meet the important social needs of people. This style of leadership, of course, helps to set and solve a group of the most complex tasks. He is psychologically perceived by people as the most favorable.

However, there is no reason to say that this style of leadership is the best and should be strived for in all cases of life. Authoritarian and even liberal leadership styles are often more democratic than democratic ones, for example, when poorly organized, incapable of self-regulation, underdeveloped group needs to achieve the desired result quickly in the absence of time. In this case, strict discipline, mutual responsibility, clear coordination of actions of group members are required. All this is best provided by the authoritarian style of leadership. Therefore, almost the most successful, most likely, is not one of the above leadership styles, but one in which the leader, being able to behave differently: and authoritarian, and democratic, and liberal, and flexible, subtly feels the atmosphere, formed in a group,

The most famous studies, which used the above categories of leadership behavior, were conducted by E. Fleischman and E. Harris. They traced a significant relationship between the behavior of the master and such characteristics of the behavior of subordinates as complaints and staff turnover. The higher the degree of "adjustment of the structure" by the master (according to the perception of her subordinates), the greater the number of complaints and higher turnover rates. This relationship is manifested as a curvilinear relationship: the number of complaints and turnover rates were slightly related to the "adjustment of the structure" only to a certain extent, and the increase in the degree of "structure" and the number of complaints and turnover rates increased sharply.

The number of absenteeism is also related to the degree of "structure adjustment" in production groups, in non-production groups such a relationship is not found. The authors conclude that the perceived degree of "adjustment of the structure" is perceived by employees as a necessity, but its excessive increase causes dissatisfaction, which manifests itself in the form of complaints and dismissals.

Studies have found that the level of "attention" is inversely related to the number of complaints and fluidity. This relationship is also curvilinear: an increase in the degree of "attention" that is higher than a certain level does not lead to a decrease in the number of complaints and fluidity. In general, the results of research indicate that leaders who show a higher level of "attention" are preferred by subordinates.

It was also found that in production organizations, the experience of managers was positively correlated with indicators of "adjustment of the structure" and negatively with indicators of

"attention". Note that the opposite dependencies were characteristic of managers in non-productive organizations (E. Fleishman, D. Peters, A. Corman).

Another group of psychologists in the process of studying the behavior of leaders used two characteristics: focus on subordinates and focus on products (D. Katz, N. Makobi, N. Morse). In their content, these characteristics are similar to the categories of "attention" and "adjustment of structure". The results were similar. In general, leadership, focused on subordinates, leads to a higher level of satisfaction. However, there is no evidence that one or another leader's orientation leads to greater productivity.

Psychologists from the former Soviet Union have also studied the dependence of leadership success on his style. Many experts have studied the relationship between management style and its success.

In particular, B. Kosov studied the style of middle management activity. He used two methods: self-assessment of individual style of activity, which takes into account the stylistic features of the tasks, and "map of difficulties in entering the position of manager", which also identified 14 causes of difficulties that may encounter managers in the initial period of their entry:
- lack of practical skills;
- features of the team;
- the complexity of an act;
- lack of theoretical knowledge;
- complexity of local conditions;
- management requirements;
- lack of time;
- personality traits;
- insufficient mutual understanding with employees;
- underestimation of the importance of their own actions;

- inability to highlight the main thing;

- insufficient emotional stability;

- insufficient persistence;

- inability to predict the consequences of events in their actions.

Based on the study, it was found that:

- the success (efficiency) of the head is closely related to the style of his management;

- a manifestation of the style of the leader is his main management skills;

- Representatives of different styles differ in the ratio of management skills.

The characteristic features of the management style that contribute to success were given:

- optimal distribution of forces and time for the organization of the team;

- giving preference to certain ways of solving problems (more important is not how much time he spends on solving, but how he solved it);

- creative thinking of the leader as a system-creating (unifying) feature of the model of a successful leader;
- speed of entering the position of leader, adaptation to unusual conditions, successful overcoming of difficulties (the higher the rank of the leader, the shorter the period of adaptation).

V. Loznitsa singles out the traits of a leader who succeeds and divides them into psychological, intellectual, professional and social.

Psychological features:

1. The desire for leadership, the ability to lead.

2. Strong willpower.

3. Willingness to take reasonable risks.

4. The desire for success, ambition.

5. Ability to dominate in extreme conditions.

6. Self-sufficiency of the individual (ability to generate and put forward their own ideas).

7. Combinatorial-predictive type of thinking (variability, pace, flexibility, intuitiveness, logic, predictability).

8. Resistance to stress.

9. Adaptability, ie rapid adaptation to new conditions.

Intellectual features:

1. The desire for continuous self-improvement.

2. Tendency to perceive new ideas and achievements, the ability to distinguish them from illusory.

3. Panoramic thinking (system, bread, complexity) and professional subjectivity (knowledge of details and subtleties of management).

4. The art of quickly processing, ranking information and making decisions on this basis.

5. Ability to introspect.

6. The ability to understand and use for the benefit of the case thoughts contrary to their own.

7. Psychological education.

Professional features:

1. Ability to effectively use the achievements of scientific and technological progress.

2. Deep knowledge of the peculiarities of the market economy.

3. The tendency and ability to find reserves of the human factor in entrepreneurship.

4. Ability to encourage staff for effective work and fair criticism.

5. The art of making non-standard management decisions - the ability to solve problems in an environment where alternative actions, information and goals are unclear or questionable.

6. Ability to efficiently and rationally distribute tasks and allocate optimal time for them.

7. Business acumen, constant initiative, entrepreneurship.

Social features:

1. Ability to consider the political consequences of their decisions.

2. Tendency to be guided by the principles of social justice.

3. The art of preventing and resolving conflicts, acting as a mediator.

4. Ability to establish and maintain a system of relationships with peers.

b. Tact and politeness, the predominance of democracy in relations with people.

6. The ability to remain intact between the "hammer" and the "anvil" (pressure from above and resistance from below).

7. Ability to take responsibility.

8. Unconditional compliance with the rules adopted by the organization.

9. Ability to encourage staff to openness and group discussions.

Sometimes one or more negative traits or shortcomings of a leader are enough to manage unsuccessfully or conservatively. And so this list is much shorter:

1. Mania for greatness, illusory belief that you have the exclusive right to control the fate of others.
2. Excessive suspicion, false belief that when you are a "scammer", everyone around you is like you.
3. Ambition, arrogance, unattractiveness in relations with others.
4. Ignorance of the needs and interests of their subordinates.
5. Inability to stimulate for effective work and punish for unscrupulous.
6. Inability or unwillingness to be open and friendly with their subordinates.
7. Disbelief in the abilities of their subordinates.
8. Manage work directly, instead of properly distributing it among subordinates.
9. Holding all the levers of control in one hand, making decisions for subordinates, restraining their initiative.
10. Distrust of the professional qualities of their subordinates, performing responsible work for them.
11. Execution of first of all familiar and pleasant work.
12. Inability to develop strategy and tactics, plan work and anticipate the consequences.

K. Werner proceeds from the fact that there are mainly two opposite styles of leadership: authoritarian and liberal. Authoritarian is characterized by a rigid definition of goals, unwillingness to deviate from his opinion. Features of this style - intransigence, straightforwardness, categoricalness.

Liberal style is characterized by a special flexibility of the leader, who gives the partner the initiative in setting goals. Such behavior (though not always) indicates a special psychological compliance of people.

These behaviors in their extreme expression lead to negative leadership outcomes, reducing its effectiveness.

Authoritarian style can lead to aggressive opposition from subordinates (open or closed), who prove to be depersonalized individuals.

The most radical form of authoritarian behavior is the tendency to assert one's opinion by order and coercion. This form (DD) is evaluated by 3 points. A more moderate form of the same style - without threats, punishment, but if you do not want to listen to the objection (Dn), is rated 2 points. The mildest form of authoritarian style (such as "Let me offer you ...") is accompanied by a list of arguments that give the impression of taking into account all the opinions of subordinates (P1), and is evaluated by 1 point.

A study of the most effective combination of different elements of leadership styles in different situations found that often the best result is given by LAC, which is equal to 1.9. Thus, in order to obtain effective results from the work of subordinates, the leader must use almost twice as many elements of persuasion than coercion.

The following studies revealed the dependence of LAC on the following conditions:

- working time (the best value of LAC in the morning, when the least fatigue);

- the level of intelligence of the subordinate (with its increase in the value of LAC increases, but especially high intelligence of the subordinate can lead to excessive compliance of the head or, conversely, authoritarian actions, ie can have a negative effect);

- the size of the group of subordinates (optimal - less than 10, maximum - 24);

- age (especially difficult-to-manage employees - up to 22 years and from 45 to 55 years);

- gender (lower LAC for women who manage women than for men who manage men, the best LAC for leaders of mixed groups, which include at least two members of the other sex).

Professor R. Blake and J. Mouton proposed a two-dimensional description to describe the leadership style, the so-called management grid, or management grid. They concluded that any result is achieved in the "force field" between production and man.
It is clear that in such conditions, everyone's work is not fun, so most employees try to avoid constant pressure. For a "tough administrator" is characterized by comprehensive control. Most of the time is absorbed by control functions. The pressure of the leader is growing, dissatisfaction and conflict are growing.

A manager who focuses on style 1.9 is the opposite of a manager of style 9.1. This style puts human relationships first, productivity comes second. The slogan "you need to stay human" leads to a weakening of mutual responsibility, attempts to avoid solving problems.

Lecture 3. Leadership and team.

3.1. The essence of the team - people united by a common goal.
3.2. Advantages of teamwork.

3.3.. Highly efficient teams. Qualities are needed to create an effective team.

3.4. Decision making in conditions of risk. Decision tree. Methods of developing a group solution.

3.1. The essence of the team - people united by a common goal.

The first stage of team development (formation) can be divided into 4 stages:

1. Preparation, when it is decided what work needs to be done; whether a command is needed to complete the task; what management structure the team should have; team goals are defined.

2. Creating working conditions, ie providing all the necessary materials and equipment to perform the work and ensuring that the team consists of people who are really needed to perform the work.

At this stage, management determines the conditions under which the team performs its work. Teams must be provided with the necessary resources for successful activities, in particular, material resources (work tools, equipment and tools); human resources (appropriate composition of qualified personnel); support from the organization (readiness of the organization to give the team the opportunity to perform the work as they see fit).

3. Team building - the stage at which the boundaries (boundaries) of those who are members of the team are determined; agree on the process of performing tasks; define the framework of behavior that is necessary for all team members.

4. Assistance in the work is provided through interventions to solve problems; replenishment of the team with material resources; replacement of those who left the team. Thus, the team undergoes an evolution from a working group, which is created to perform a particular activity, to a team of higher quality.

The second stage of team development is assault. During this stage, team members began to work. Conflicts can arise when people come up with different ideas about how to achieve a goal. At this time, they notice differences rather than similarities, leading some members to leave the team.

Communication is very important at this stage. Tensions will increase and public recognition will become an important element of interaction.

Thus, during the assault stage, team members begin to show their real styles. They begin to lose patience, trying to understand each other, which leads to irritation and frustration. Control becomes a key issue during this stage.

The third stage of team development is rationing. This stage is characterized by the fact that people begin to realize the common features and styles of interaction, a common goal. So, they tend to interact more, spend time usefully in a good atmosphere. To strengthen the team, if necessary, training and education can be introduced into the work process, which should encourage team members to work comfortably with each other. Thus, at this stage, conflicts are normalized, the activity of team members increases. The concept of "we" arises, and the feeling of "I" is blunted.

The fourth stage - implementation - is characterized by the fact that team members are prepared, competent, and have the opportunity to make their own decisions about problems that have arisen. At this time, all efforts should be focused on team development, not just teamwork. The team is a mature enterprise. Members understand their roles and responsibilities and put more effort into the processes performed. Team members become purposeful, self-controlled, practical and productive, and their efforts must be recognized. At this stage, growth should be encouraged, and this is done by providing new tasks in the team.

The fifth stage - dissolution - the final stage. It is characterized by the fact that the task is completed, the goal is achieved, and the members left the team.

One of the ways to explain the essence of the team development process can be described using simple mathematical operations.

• Working group: $1 + 1 = 2$. The working group achieves a result equal to the sum of the efforts of each participant. They use general information, exchange ideas and experiences, but each is responsible for their work, regardless of the performance of other members of the group.

- Potential team: $1 + 1 = 2$. The first stage in the transformation of the working group into a team. The main conditions will be: the number of participants (6-12), the presence of a clear goal and objectives, a common approach to achieving them.

- Real team: $1 + 1 = 3$. In the process of their development, team members become determined, open, dominated by mutual assistance and support of each other, and increases efficiency. A positive effect can also be the impact of their example of interaction in the group, on other groups and the organization as a whole.

- The highest quality team: $1 + 1 + 1 = 9$. A team that exceeds all expectations and its members have a high level of influence on the environment. Such a team is characterized by: a high level of

teamwork skills; division of leadership, rotation of roles; high level of energy; their own rules and regulations; interest in each other's personal growth and success.

Knowing the type of team is important to help you choose how to plan your work and what to expect, ie what the outcome will be. In world practice, there are different types of teams [10]:

1. The traditional model. This is a group of people with a traditional leader. The team leader also shares with its members the authority and responsibility. The magnitude of this responsibility depends on the scope of the issues considered, but the traditional team leader responsible for everything may allow other team members to take on the role of leader.

2. Model of team spirit. Characterizes a group of people working on one manager. The team members are happy and inspired by the work, because there is a team spirit in the team, and everything seems to be going well. However, this is not really a team, because there is always one person who takes care of all the work. In addition, there is no exchange of power or responsibility.

3. Model of the leading edge. Characterizes a group of people who control themselves. There is no one on this team who has the power to make any decisions on issues that affect the whole group. These are so-called self-coordinated work teams, in which everyone has the right and responsibility for all decisions that are made.

4. Target model - refers to a team that comes together only for a certain time to work on a special project or task. Such a team is traditionally called a target group or project team.

5. Cyber team model. In this model, team members meet each other very rarely. They are known as "cyber" or "virtual" commands. These teams differ from others in that the team must work together to achieve their goals, but its members can meet only at the beginning of their project, information is exchanged via e-mail, telephone or video conference.

When selecting people for a team, candidates are usually selected based on their skills, knowledge and experience. But to ensure the effective operation of the team is important not only skills, knowledge and experience, but also the personal qualities and characteristics of team members.

When people work in one group or team, each of them performs two types of roles, based on professional skills and practical experience, as well as depending on personal qualities. The difference between these two roles and their significance for teams and teamwork were investigated by R.M. Belbin, who singled out the team roles that should be in every effective team. Studies have shown that each team member plays one, often two, and possibly three or even four team roles. It should be noted that these roles are equally important for the effectiveness of teamwork, provided that they are used in the team at appropriate times and in the best way. In order for a team to get the most out of the variety of team roles, each member must be aware of the specifics of their colleagues' roles.

3.2. Advantages of teamwork.

Team - A group of two or more individuals who coordinate their interactions and work efforts to achieve a certain goal. In our definition, there are three key components. First, you need at least two people to create a team. Often, organizations create large teams of up to 75 people, but, as a rule, their number does not exceed 15 employees. Second, team members regularly interact with each other (we do not call a team a group of passengers in an elevator or a queue in a cafeteria). Third, the work of team members is aimed at achieving a specific goal, whether it is the development of a new type of pocket calculator or writing a textbook. The concept of the team implies that all its members are supporters of a single mission and bear collective responsibility. Here are some team definitions suggested by different authors:

"A team is a group of two or more people who regularly interact and coordinate their work to achieve a common goal."

"A team is a group of people working together to achieve a specific business goal."

"A team is a way to build an organization based on the real qualities of its employees, in the name of achieving the organization's goals as effectively as possible."

- "A team is a small group of people who complement each other and replace each other in the course of achieving goals. The organization of the team is based on a well-thought-out positioning of participants who have a common vision of the situation and strategic goals and have well-established procedures for interaction.

On the basis of these definitions we will try to distinguish essential for a command signs from insignificant.

So, team members:

- "Regularly interact to achieve a common goal" and / or "work together";

- "Have a well-established interaction procedures" and / or "coordinate their actions";

- "Thoughtfully positioned" and / or "interchangeable";

- "Aimed at achieving a common goal" and / or "have a common vision of the situation."

Potential benefits of teamwork:

The full potential of teams is revealed in cases where the manager stimulates high productivity of all its members: increased work intensity, increasing individual satisfaction of participants, the degree of integration of their skills and abilities, organizational flexibility.

1. The level of effort intensity. Joining employees in a team helps to release a huge amount of inner energy and creativity, of course, if employees are positive about the very idea of using not only hands but also intellectual abilities to perform work tasks. Some companies have found that the transition to teamwork contributes to the intensification of employee efforts. One explanation for this phenomenon is a study that confirms that teamwork increases a person's motivation.

2. Satisfaction of team members. Each of us has a need for love and affection, a need for close relationships. Working in teams contributes to their satisfaction. In addition, people who work in teams cope better with stress and enjoy their work.

3. Expansion of knowledge and skills. An important advantage of using teams is the delegation of authority to employees, as a result of which the same tasks are solved by more trained employees. Intelligent solutions are born in teams that allow you to perform work tasks faster, easier and cheaper.

4. organizational flexibility. Traditional organizations have a rigid structure, where each employee performs one assigned work task. The teams employ 5 to 15 people, and they can all perform each other's duties. If necessary, the work task of the team can be reorganized, and employees - redistributed, which increases the flexibility of production of goods and services, the organization is able to adequately respond to rapidly changing customer needs.

Potential costs:

When deciding to create teams, it is necessary to assess the possible organizational costs. Low efficiency of teams requires, as a rule, the restructuring of the power structure, the fight against ticketless, the costs associated with the coordination of their activities.

1. Restructuring of the power structure. The productive work of teams means that the company's need for lower-level managers decreases (especially in the case of self-governing teams, in which employees fully assume the responsibilities of superiors). This causes dissatisfaction among managers, as they simply do not want to share their authority with anyone.

2. ticketless. A ticketless person is a person who enjoys all the benefits of team membership, but makes a disproportionately low contribution to achieving results. However, there is another term - social evasion, which characterizes employees whose efforts do not correspond to the level of the group. In large teams, the probability that someone will work less than others is very high.

3. Coordination costs. It always takes some time to prepare for the work process, in order to decide who will perform certain tasks and when.

You can also define the following conditions for the effectiveness of the team:

1. informal and relaxed atmosphere (no one is afraid of anyone);

2. the task is well understood and accepted by group members;

3. group members listen to each other;

4. tasks are discussed: all members take part in the discussion;

5. group members express both their ideas and their feelings;

6. Conflicts and differences are present, but are expressed and centered around ideas and methods, not individuals;

7. The group is aware of what it is doing, the decision is based on consent and not on a majority vote.

Developed in the 60's. Social interaction in the organization proceeds like an economic exchange between an employee and an employer. The employee contributes, as well as experience, education, age - his "entry" into the system of interaction. "Exit" provides the employer in the form of wages, job satisfaction, social services. By engaging in employment, the employee assesses the situation on two parameters:

1) "What do I give to the organization?" And 2) "What reward will I receive according to my contribution and in comparison with the remuneration of other employees who perform the same work?" The employee strives for a balance between "entry" and "exit".

The main evaluation criterion is the comparison of indicators with indicators of other employees performing similar work.

Remuneration is fairly distributed among employees according to the formula:

Remuneration: employee contribution A = remuneration: contribution B

Feelings of injustice lead the employee to psychological stress. In an effort to get rid of an unpleasant psychological state, the employee can act as follows:

1) reduce or increase their labor contribution in the hope of achieving justice;

2) change the income, for example, increase it by working part-time or talking to superiors;

3) try to re-evaluate the cost-benefit ratio;

4) to influence the employee chosen as a benchmark, for example, to offer him to work better (or worse);

5) choose another person for comparison and calm down if the relationship is not in his favor;

6) resign from the organization.

Reflects the dependence of motivation on people's past experiences. People's behavior is due to the consequences of their actions in a similar situation in the past.

Scheme of the mechanism of behavior:

incentives -> behavior-> consequences-> future behavior

The presence of incentives causes certain human behavior. If the consequences of the behavior are positive, the employee will behave similarly in the same situation in the future, ie, his behavior will be repeated. If the consequences are negative, then in the future he will either not respond to such incentives, or change the nature of their behavior. Repeated repetitions of the same results lead to the formation of a certain behavioral attitude in humans.

Tips from W. K. Hamner, Based on Skinner's theory:

1. Do not reward everyone equally. Remuneration only has a positive effect if it directly depends on the activities of the subordinate.

2. Failure to receive remuneration is also a factor influencing subordinates.

3. Explain to people what they need to do to get encouragement.

4. Show people what they are doing wrong.

5. Do not punish subordinates in the presence of other employees, especially among their good acquaintances.

6. When rewarding employees, be honest and fair. The consequences of any behavior must be adequate to that behavior.

V. Vroom proposed to consider motivation as a process of choice management. A person is always motivated in one way or another and chooses between alternative forms of behavior. The choice depends on 3 variables: valence - In (measure of attractiveness, value of the purpose), instrumentality - And (the probability of achievement of the purpose is estimated by the worker. Varies from -1 to +1 - as well as valence); expectations - O (subjective probability that the action (D) leads to the achievement of an intermediate result (P1). Varies from 0 to 1).

Expectation model:

1) Valence formula:

Valence P1 = instrumentality (P1 P2) x valence P2

Meaning: the attractiveness of the intermediate result P1 is equal to the probability that the result 1 will lead to the result 2, multiplied by the attractiveness of the result 2 (P2), ie to the final goal.

2) The formula of effort (and strength of motivation):

Effort (B) = Expectations (D1 P1) x Valence P1

Meaning: labor effort is equal to the product of the expectation that action 1 will lead to result 1 multiplied by the attractiveness of result 1.

Next, putting in the formula of effort the value of the valence of the result 1 (valence formula), we obtain a general formula of effort (motivation):

Effort (B) = Expectations (D1 P1) x instrumentality (P1 P2) x Valence P2

interpretation of the formula: Labor effort, willingness to apply it is determined by the attractiveness of the ultimate goal and its marketability, ie, subjective assessment of the probability of implementation. More specifically, this means that the employee seeks to achieve the ultimate goal, so first he assesses its attractiveness (valence), then assesses how available tools (P1) allow to achieve the ultimate goal (instrumentality P1 for P2). that its action will achieve result 1 (expectation that D1 will lead to P1), and finally, it gives an overall assessment of how its potential impact can lead him to the goal.

practical recommendations:

1. An employee will be more productive when he is aware of the high probability that his personal efforts will lead to high overall work achievements, which will contribute to the satisfaction of his personal goals, which are of high individual importance to him.

2. It is necessary to systematically compare the needs of subordinates with the rewards received from the organization, to encourage employees to accurately formulate their needs and expectations and take them into account when developing motivation programs and when summarizing the work.

3. It is necessary to provide assistance to subordinates in their awareness of the reality of tasks and ways to perform them, the value of the reward received for it. Such assistance increases their work effort.

4. The needs and expectations of different employees are different, so the motivational influence of the leader increases if he is well aware of the priority values of his subordinates and takes them into account when determining remuneration.

value theory: Proof that in the process of forming motives, employees not only relate the goals of the organization and individual tasks to their needs and determine their personal attractiveness, but also evaluate the means, tools, and the probability of achieving these goals.

3.3.. Highly efficient teams. Qualities are needed to create an effective team.

The implementation of the strategy depends on the competence of staff, their skills and competitiveness. Forming a team that will develop and implement a strategy is one of the most

important tasks of every company that uses strategic management tools. There is an opinion that today it is not companies that compete, but management teams.

The concept of "team" and "group". A team is a group of individuals, like-minded people, who coordinate their interactions, labor and intellectual efforts to achieve a certain goal. The terms "team" and "group" are not interchangeable. You can gather a group of people, but do not create a team. The basis of the concept of "team" is that all its members are committed to a single strategic goal and at the same time are collectively responsible for its achievement.

Types of commands. In any formal organization, there may be formal teams as part of the formal structure of the organization and teams whose purpose is to expand the participation of their members in management. There are the following types of formal commands: with horizontal structural relationships (horizontal team), with vertical structural relationships (vertical team), specialized teams.

The vertical (functional) team consists of a manager and his formal subordinates. Usually such a team includes a department (service, bureau).

The horizontal team consists of employees of the same level, but of different departments. The formal name of such teams is a special group or committee entrusted with the task. After solving the problem, the group disbands.

Specialized teams are usually not part of the formal structure of the organization and work on individual, important projects for the organization.

The general characteristics of highly effective teams include the following:

- the team has its leader, who is the core of the team;

- the quality of the final results is very high;

- team members have a high level of mutual understanding and good cooperation with each other;

- team members are able to learn from their mistakes and in their actions are consumer-oriented results of their activities;

- team members are well motivated.

Creating a management team involved in the development and implementation of the strategy is objectively necessary because:

- team management is a sign of a reasonable and decisive management style;

- the probability of rational solution of complex and interdisciplinary problems increases;

- The team is characterized by a strong sense of community, innovative potential and responsibility for the cause.

Role functions in the team. The management team must be formed in such a way that its members simultaneously achieve social well-being and perform their tasks well. The key factor of such effective team activity is the distribution of role functions. All roles in the team are divided into target and supporting. Team members who perform targeted roles focus their energy on solving the problems facing the team, and team members who perform supportive roles help to support and intensify the activities of team members.

The following qualities are typical for team members who implement target roles: initiative (new solutions to team problems), exchange of opinions (express their opinion about the problems to be solved based on the opinions of other team members), search for information (seek and provide the group with all necessary information), summarizing (link the proposed ideas with the

possibility of solving the problem, summarize the proposals, integrate the activities of team members), energy (initiate the activities of team members). A member of the team performing the target role carries a huge functional load, so the performance of several target roles by one person at the same time is not desirable.

Team members who play supportive roles have the following characteristics: they inspire (friendly, sincere, sensitive, praise others for their ideas and positively assess their contribution to solving the problem), create harmony and harmony (resolve or eliminate conflicts between team members) , reduce tension (in various ways relieve emotional tension in the team), always strive to "keep up" (usually agree with the proposals of other team members), ready to compromise (able to give up their own opinion to maintain harmony in the team).

There may be no support team members in the team, ie these roles can be combined with other functions. For example, most American managers perform targeted roles, while Japanese managers perform both targeted and supportive roles.

Team building. The most important problem is to form a good team. Prosperous American businessman P. Hocken advises doing so: "Hire people you respect. Never hire people you look down on and think worse than yourself. The people you work with are here. which is the "environment" for you. "If you want to improve it, do not hire the first-best, but hire only the best." The team can be formed from employees of the firm or from outside employees. In the first case, the sociometric method is most often used. The essence of the method is that each member of the team chooses to solve a specific task of two colleagues and communicates his choice to the head in confidence. Then the head makes the sociogram (the scheme of advantages),

If the team is formed of third-party employees, then in this case, the manager often formulates the qualities that must have applicants for a place in the team. With the help of tests, questionnaires and in the process of the interview, each applicant is checked for the presence of the formulated qualities. For example, we give the following qualities formulated by M. Woodcock and D. Francis: energy; ability to control their emotions; willingness to express one's opinion openly; the ability to change the view under the influence of arguments, but not force; ability to express opinions.

Factors that determine the effectiveness of achieving team goals.

Number. The ideal team size is from 3 to 7 people. As the number of team members grows, communication between them becomes more difficult and obstacles arise in the process of reaching an agreement.

Composition is the degree of similarity of personalities and views, approaches to solving problems.

Group norms - norms common to employees of the organization, which determine the principles of relations in the organization.

Team cohesion. A close-knit team usually has fewer communication problems, less tension, hostility and mistrust. Although the negative consequence of a high degree of cohesion can be group unanimity, when the team makes a decision that suits everyone.

Conflict. Disagreements between team members can lead to conflicts. In such cases, the conflict should play a functional role and increase the effectiveness of the team.

The role of the leader in the team. The concept of leadership qualities states that leaders become, not are born. The appointment of a team leader is to create conditions conducive to each team member making the greatest contribution to the cause of the team. Here are some of the principles that leaders usually follow:

- set clear and distinct goals;

- decisions are made taking into account the views of team members;

- encourage openness and sincerity;

- learn from mistakes, analyze the progress of tasks;

- work is distributed fairly among team members;

- avoid favoritism and familiarity;

- personal attitude to the case set an example for others;

- are able to find an approach to colleagues;

- reasonably delegate authority.

The strategy manager must clearly identify the core of the management team, which is necessary for the successful solution of tasks that arise during the implementation of the strategy. To form a team, the leader must have some talent, know and clearly articulate the requirements for the level of training, experience, knowledge, leadership style of members of the management team. Creating a cohesive management team is the most important task of building an organization capable of implementing the chosen strategy.

3.4. Decision making in conditions of risk. Decision tree. Methods of developing a group solution.

Uncertainty arises in open decision-making tasks in which the manager does not know the whole set of factors. Before evaluating them, he must formulate a set of hypotheses. The situation of uncertainty is characterized by the fact that the choice of a specific action plan can determine any result from a certain set of options, but the probability of the influence of random factors is unknown.

With the removal of the expected event in time, the level of uncertainty also increases. For example, no one will be able to say exactly what the parameters of the external environment will be for the business entity in three years, but he needs to adapt to them now.

However, if there were no uncertainty, a person would not be needed at all to make decisions. The choice of available alternatives, which are even stochastic in nature, may well be performed by the computer on the basis of the developed algorithm. The manager overcomes the conditions of uncertainty by a willful decision, which often contradicts the known data, but turns out to be correct. It is in conditions of uncertainty that such qualities of a manager as art and intuition come to the fore.

In decision theory, there is a classification of different types of uncertainties, including:

- Uncertainty associated with insufficient knowledge of nature (for example, we do not know the exact amount of minerals in a particular field, and therefore it is impossible to accurately predict the development of the extractive industry and the amount of tax revenues from enterprises in the industry, etc.);

- Uncertainty of natural phenomena, such as weather, which affects yields, heating costs, tourism, road congestion, etc .;

- Uncertainty associated with the implementation of existing (unexpected accidents) and planned (possible errors of developers or the physical impossibility of the process, which could not be predicted in advance) technological processes.

Many possible uncertainties are related to environmental factors of direct action:

- uncertainty related to the activities of economic participants (primarily partners and competitors), in particular, with their business activity, financial position, compliance with obligations, etc .;

- Uncertainty related to social and administrative factors in specific regions in which the organization has business interests.

Significant impact of uncertainty on the activities of the enterprise, and hence on the decision-making process associated with environmental factors of indirect action, in particular:

- uncertainty of the future market situation in the country, including the lack of reliable information about future actions of suppliers due to changing consumer preferences;

- uncertainty associated with price fluctuations (inflation dynamics), discount rates, exchange rates and other macroeconomic indicators;

- Uncertainty caused by the instability of legislation and the current economic situation (ie with the activities of central authorities), the political situation, the actions of civil society institutions across the country.

It is often necessary to take into account the foreign economic uncertainties associated with the situation in other countries and international organizations. Thus, the manager has to predict the future, make decisions and act, literally "sinking" in an ocean of uncertainty.

It is useful to introduce their classification into STEP factors (social, technological, economic, political) and factors of the competitive environment.

Thus, uncertainty is a state of knowledge about a situation or problem, when one or more solutions have a number of possible results, the probability of which is either unknown or meaningless:

- managers know what goals they need to achieve;

- information on decision options and their consequences is incomplete; The ultimate variant of uncertainty is the conditions of ambiguity - a state of knowledge about a situation or problem, when:

- unclear goals to be achieved or problems to be solved;

- it is difficult to determine solutions;

- unavailable information about the consequences of decisions.

The decision tree method is one of the methods of automatic analysis of huge data sets. The first ideas for creating "decision trees" begin with the works of P. Howland and E. Hunt in the late 50's of XX century. However, the fundamental work that gave impetus to the development of this area was the book by E. Hunt, J. Merin and P. Stone "Experiments in Induction", which was published in 1966.

The scope of the decision tree method can be combined into three classes:

data description: the use of the "decision tree" allows you to store information about data sampling in a compact and easy to process form, which contains accurate descriptions of objects;

classification: the use of "decision tree" allows you to cope with the tasks of classification, ie the relationship of objects to one of the described classes;

regression: if the variable has unreliable values, then the use of the "decision tree" allows you to determine the dependence of this target variable on the independent (input) variables.

In computational complexity theory and communication complexity theory, a decision tree model is a computational or communication model in which an algorithm or communication process is considered essentially a decision tree, ie a sequence of branching operations based on a comparison of some quantities. unit cost.

Branching operations are called "tests" or "queries". In this parameter, this algorithm can be considered as a calculation of the Boolean function

, where the input query string and output is the final solution. Each subsequent request depends on the previous ones.

Several variants of decision tree models have been introduced, depending on the complexity of the operations allowed in the calculation of a single comparison and the method of branching.

Solution tree models help to set lower limits for computational complexity for some classes of computational problems and algorithms: the lower limit of complexity for the worst cases is proportional to the greatest depth among decision trees for all possible inputs of the given computational problem. The computational complexity of a problem or algorithm is expressed in terms of a decision tree model as "complexity of the decision tree" or "complexity of queries".

Simple decision tree

A model in which each solution is based on comparing two numbers over a constant time is called a simple decision tree model. It was introduced to establish the computational complexity of sorting and searching.

Creativity is becoming increasingly important not only for employees of creative professions, but also for managers. Today, no company can afford to relax due to extremely fierce competition. That is why employers are interested in people who are able to think outside the box, find new ideas and approaches to management.

Initially, the creativity of managers was associated with the scope of their professional activities. For example, managers of private firms were thought to be more creative than managers of large state-owned enterprises, and employees engaged in advertising were more creative than financiers. However, studies conducted by Western experts have proven the lack of connection between creativity and the field of activity of the specialist. Creativity is an inner quality of a person, depending on his personal characteristics.

A creative manager differs from the usual by the lack of fear of stereotypes. He boldly breaks the established traditions and implements innovative solutions. This approach to day-to-day operations allows the company to stay ahead of competitors. After all, a creative manager understands that any technology, new product or type of service lags behind very quickly. Therefore, he does not fight for change, but anticipates them, making non-standard decisions and thus bringing the company to the forefront.

At the same time, it is necessary to clarify the conceptual apparatus of creative management. In our opinion, it is advisable to use the term "creative management decisions" instead of the term "creative management decisions". Because creative management decisions are creative decisions in the field of management, the development process of which is creative, and the results have positive consequences for the team, its partners (including consumers) and society as a whole. At the same time, such decisions can have negative consequences for competitors.

Creative management is closely related to the development of such areas as personnel management, strategic management, innovation management, self-management, organizational

culture of the enterprise, marketing. The connection of creative management with the science of methods of technical creativity is obvious, where creative technologies have been used for a long time, as well as a set of methods for developing creative solutions.

One of their first creators was GS Altshuller, who developed a theory for solving problems of invention. In the field of scientific and technical creativity there are three levels: rationalization, invention and discovery. Rationalization involves the improvement of existing characteristics of the process or object, invention - the creation of a new product (process) on the basis of existing knowledge, discovery - the creation of new knowledge, previously unknown, allowing to create fundamentally new products and processes. The first level is associated with the use of rational or convergent thinking, the second and third - with the use of convergent, divergent, and lateral thinking.

In creative management, there are several types of decisions based on different types of thinking: rational, creative and heuristic. In this case, heuristic solutions are based on algorithmic creative thinking. A special kind of solutions are intuitive - rational and creative at the same time. As for "flashes of intuition", Feinberg considers them as intuitions-thoughts and intuitions-assumptions that belong to different areas of the unconscious mental.

Efficiency in economics and business is now determined not by the optimization and modernization of existing structures and organizational forms, but by innovative and creative models, inventions, non-standard solutions, experiments and any other breakthroughs into new and hitherto unknown areas. That is, directly the practice of creative resource management.

The concept of creative potential management of the company is based on the general theory of management, but focuses the attention of management on the problem of using its creative potential, creative potential of all its employees in developing and making management decisions, improving their skills, implementing modern methods of creative thinking and decision-making, creating a creative atmosphere within the team, which stimulates the development of self-realization and self-improvement of employees.

As mentioned earlier, decision-making technology involves a certain sequence of management operations and procedures that must be performed to solve the problem. It includes diagnosing the problem, identifying possible ways to solve it, evaluating options and choosing the option that will allow the most profitable way for the organization to solve the problem. Accordingly, the following methods are distinguished:

• problem statement;

• identifying ways to solve the problem;

• evaluation of options and selection of the best solution;

• implementation of the solution. Let's look at them in more detail.

Problem statement, or its diagnosis, requires the use of methods that allow you to accurately and completely describe the problem and identify the factors that caused it. An important place here belongs to the methods of collecting, processing and analyzing information, factor analysis, comparison, analogy, modeling and more. The choice of methods depends on the nature and content of the problem, the terms and means provided for its study. In particular, methods of economic analysis and forecasting have become widespread. They are used to objectively assess the current state of the firm as an economic entity and to predict, "what will happen if nothing changes."

Forecasting is a method that uses both past experience and current assumptions about the future to determine it. If the forecast is made qualitatively, the result will be a picture of the future, which can be used to plan progress.

Quantitative methods can be used for forecasting if there is reason to believe that past activity has had a certain trend that can be continued in the future, and when the available information is sufficient to identify statistically significant trends or dependencies.

Managers can use different forecasting methods, choosing those that are suitable for use within the existing constraints and correspond to the situation in the enterprise. Very few areas of management are carried out without forecasting. This especially applies to forecasts of market situations regarding the future demand for the company's products, forecasts that accompany production activities.

At the stage of identifying ways to solve the problem (generation of ideas) are also important methods of collecting information, but this changes the approach to its analysis. Instead of looking for the causes of the problem, information is sought that could help solve it. When developing possible solutions to the problem, you can use various sources, ranging from special research and development and ending with information that comes from consumers or is the result of analysis of existing firms. Yes, consumers can often come across an idea for a new product or service. Therefore, organizations should develop a method of feedback, identifying the views of consumers about their product or similar products. Ideas for improving product manufacturing technology can be appear due to careful monitoring of the actions of competitors and other firms operating in the market. They can even become the basis of the concept of the organization. A useful source of new ideas can be the activities of governments and legislatures of countries where the organization conducts its business. For example, after the Russian government introduced new customs tariffs on imports of Ukrainian caramel, it began to develop new types of caramel that are not subject to this duty (in particular, those types of caramel that contain cocoa). Finally, one of the important sources is the results of own or borrowed research and development. Own developments are usually used by leading firms, and borrowed - followers. A useful source of new ideas can be the activities of governments and legislatures of countries where the organization conducts its business. For example, after the Russian government introduced new customs tariffs on imports of Ukrainian caramel, it began to develop new types of caramel that are not subject to this duty (in particular, those types of caramel that contain cocoa). Finally, one of the important sources is the results of own or borrowed research and development. Own developments are usually used by leading firms, and borrowed - followers. A useful source of new ideas can be the activities of governments and legislatures of countries where the organization conducts its business. For example, after the Russian government introduced new customs tariffs on imports of Ukrainian caramel, it began to develop new types of caramel that are not subject to this duty (in particular, those types of caramel that contain cocoa). Finally, one of the important sources is the results of own or borrowed research and development. Own developments are usually used by leading firms, and borrowed - followers. one of the important sources is the results of own or borrowed research and development. Own developments are usually used by leading firms, and borrowed - followers. one of the important sources is the results of own or borrowed research and development. Own developments are usually used by leading firms, and borrowed - followers.

At the stage of generating ideas, the manager's ability to creatively process the received information, unusualness of his thinking and breadth of outlook, which allow to use heuristic methods in preparation and substantiation of managerial decisions, can play an important role. They are a set of logical techniques, methodological rules of research, search for truth, ways to realize the creative potential of the individual. These methods activate and integrate thinking, knowledge, erudition, creativity, imagination. These include methods of analogies, inversions, key questions, morphological analysis, free associations, and so on.

In particular, the method of key questions should be used to gather additional information in a problem situation. They show the direction of the search and push the person to the idea of solving the problem. Examples of key questions are:

1. Who should make the decision?

2. Who can be consulted about a possible solution?

3. Who should be involved in the decision development process?

4. Who should be informed about the decision?

5. Who will implement the solution?

6. Who will be responsible for the results?

7. What information is needed?

8. What facts are at our disposal?

9. What data is missing?

10. What formal communications should be involved?

11. What benefits will the decision bring?

12. What negative consequences can it have?

13. What is the possible risk?

The inversion method involves the use of non-standard approaches to solving a new problem, namely: look at the functions of the object from the other side, turn the object "upside down" and so on.

The method of free associations is used when the problem cannot be solved within the existing list of solutions. In this case, you should try to reformulate it. To do this, you can choose a word, concept, try to "evoke" an image that can stimulate the formation of unexpected free associations that contribute to the idea of solving the problem.

The method of morphological analysis is a psychological activation of the creative process. Its advantages are that it helps to overcome difficulties in learning a large number of combinations of possible solutions.

The essence of the method of morphological analysis is to combine into a system of methods for identifying, counting and classifying all selected variants of any function of the object under study. It is carried out according to the following scheme:

• problem formulation;

• Setting objectives;

• compiling a list of all characteristics of the product or operation being tested;

• compiling a list of possible solutions for each characteristic. This list is formed in the form of a multidimensional table, which is called a "morphological drawer".

Group methods of work, such as the method of nominal group technique, the method of Delphi, "mental attack", conferences of ideas, etc., can be useful for putting forward ideas. They belong to the group of expert methods of substantiation of management decisions. Expert assessments are considered as a special kind of quantitative and qualitative characteristics of individual aspects of socio-economic and psychological phenomena and processes. They are determined on the basis of individual or collective judgments expressed by experts (scientists and practitioners).

The method of nominal group technique is based on the principle of limiting interpersonal communication, so all members of the group at the initial stage express their views on how to solve the problem in writing. Then each participant reports on the essence of their project, after which the proposed options are evaluated by group members (also in writing) by ranking. The idea that received the highest score is accepted as the basis for the decision.

This method requires compliance with certain requirements:

• experts who solve problems well but have not worked together before are invited to work in the group;

• participants in the process of joint work can generate their own ideas, but later, taking into account the position of colleagues, can review them;

• group composition - no more than 12-15 people (minimum - 6-8);

• experts should not be involved in official relations;

• duration of group work - no more than 5 hours;

• the expressed ideas are perceived not only on the basis of personal attitude to them, but also taking into account the situation in the group;

• in the process of work there is a complementary opinion of experts.

The Delphi method is used in cases where a group of experts cannot be brought together. It is a multi-level questionnaire procedure with processing and reporting the results of each round to participants working separately from each other. Experts are offered questions and wording of answers without argumentation. For example, the answers may contain numerical estimates of the parameters. The received estimations are processed for the purpose of receiving average and extreme estimations. Experts are informed about the results of processing the first round of the survey, indicating the estimates of each. If the assessment deviates from the average value, the expert argues it.

In the next (next round) experts change their assessment, explaining the reasons for the adjustment. The results are processed and reported to them again. The tours are repeated until the ratings become stable.

An iterative survey procedure with reporting of the results of processing and their argumentation encourages experts to critically consider their judgments. During the survey, the anonymity of the answers of experts is maintained, which makes conformist decisions impossible.

The most common of the methods of group work is the method of "mental attack". It is that each member of the group has the right to submit a variety of ideas about options for solving the problem, regardless of their validity and feasibility. All proposals are recorded without their criticism. Analysis and evaluation are carried out upon completion of the generation of ideas according to the criteria and constraints that suit the organization.

The method of conference of ideas differs from the method of "mental attack" in that it allows friendly criticism in the form of a remark or comment. It is believed that such criticism will help improve the idea.

A more complete coverage of all possible options for solving problems is facilitated by their development on the principle of "decision tree" ("option tree"). First, the most significant groups of options are identified by fundamental differences in ways to achieve the goal. Then, subgroups with less significant differences are distinguished from each group of options, etc. The number of solutions should not be too large, so as not to complicate the choice of the best of them and to

avoid unreasonably long time to calculate many options. Practice shows that the optimal number of their alternatives is in the range from three to seven.

Given the complexity of the environment in which the enterprise is located, it is proposed to use other methods of finding solutions that allow you to simplify the picture of the environment. These methods include, in particular, the "scenario method". Its application requires compliance with certain rules:

• when developing a scenario, you can rely on previous experience, which allows you to narrow the search for alternatives;

• it is allowed to neglect insignificant values and to consider only the most tangible and easily measurable factors;

• it is necessary to adapt to the immediate planning horizon, ignoring options that go beyond a certain fixed period;

• the "error correction" method should be used, according to which a preliminary decision is made first, and when errors are detected in the process of its implementation, a final decision is made.

The "scenario method" is used to justify multi-step complex management decisions. It provides a forecast of events in three scenarios: optimistic, pessimistic and most probable. All three scenarios are based on their consequences and options for refined actions are developed when events will develop according to one or another scenario.

In the process of preparing and making management decisions in some countries began to use "blackboard models" based on the regulation of the process of discussing alternatives, gradual, step by step, justification of the decision taking into account the constant change of information on this problem and reflect it on the board "for all involved in the preparation of the decision. Management experts believe that the development of this model will take place primarily through the introduction of effective means of data processing and collective use, the use of multimedia documents in video conferencing.

At the stage of decision selection, it is first necessary to determine the methods of forming the selection criteria by which the proposed projects will be evaluated. If the problem is structured and can be solved with the help of economic-mathematical modeling, then most often the selection criterion is the objective function that needs to be optimized. A system of weighted criteria is used to evaluate options for poorly structured solutions, and the evaluation process itself is carried out in three stages. At the first stage the most important criteria are selected,

the need to achieve which is beyond doubt. Alternatives to these criteria are divided into three groups:

a) those that meet the requirements;

b) those that do not correspond to them;

c) "doubtful".

In the second stage, options a) and c) are analyzed according to the rest of the criteria, and in the third attempt is made to identify those complications that may arise during the implementation of the decision. Thus, the choice of the final decision from many admissible and useful is made on the basis of weighing of importance of the purposes, taking into account conditions and consequences of realization of the decision.

Management decisions are usually made in conditions of high uncertainty, with a lack of information, so the subject of management can not always objectively establish the evaluation criteria and priorities for their importance. Because of this, in practice, models are often used that

allow to make not optimal but satisfactory decisions. They are considered quite acceptable because they fit into the existing constraints and provide improvement of the problem situation. This simplified model describes the most important characteristics of the problem and uses a limited number of criteria. Preference is usually given to a solution with which the subjects of management are already familiar and it has shown acceptable results.

When choosing a final solution from many acceptable and useful, it is necessary to take into account both positive and negative consequences of its implementation, which may affect various aspects of the firm. It is necessary to take into account the factors of uncertainty and risk that are inherent in a market economy, ie to assess the feasibility of implementing solutions. This significantly increases the responsibility of decision-makers, places high demands on their competence and personal dignity.

The implementation phase of the decision begins after its adoption and approval. The method of bringing the decision to the executors is often an implementation plan, which provides a system of measures that ensures the successful achievement of goals. Often such a plan is formed in the form of a network schedule. It indicates the sequence of work and their duration, which allows you to optimize the time spent on the implementation of management decisions. But it is advisable to make such schedules only for complex decisions, in the implementation of which many participants are involved. The implementation of simple solutions is ensured by methods of direct administration, management and economic methods (through remuneration).

Of great importance for the successful elimination of the problem is the use of methods to monitor the implementation of the solution. With their help it is possible to reveal deviations from the planned plan of actions in due time or to notice shortcomings of the decision and to make in it necessary adjustments. Depending on the content of the decision, methods of financial control, operational control over production, quality control, etc. can be useful.

Managers must have a good understanding of the advantages and disadvantages of different decision-making methods, know the situations in which they can be used, combine, identify typical management tasks and apply structured decision-making methods in their solution, and enrich the arsenal of methods with their own developments.

Lecture 4. Dynamics of group and team development.

4.1. Group dynamics, the concept of "team", factors and stages of transformation of the group into a team.

4.2. Stages of team formation. Stages of team development.

4.1. Group dynamics, the concept of "team", factors and stages of transformation of the group into a team.

Command (French. Commande): 1) oral order of the commander (chief) in a short form, determined by military statutes; 2) a military organization of 3 people or more to perform certain duties or any work; 3) sports team.

Any team is a group. The group becomes a team as soon as it reaches a degree of cohesion sufficient to achieve the fundamental goal. This involves the design process of the organization, which determines the effective models of task sharing, decision making and information exchange. The transition of groups to the team level is thus the result of a learning process or, in other words, the result of organizational development. The group becomes an effective team, using its own experience, following organizational models and schemes.

"The team is an autonomous self-governing team of professionals, able to quickly, efficiently and efficiently solve the tasks set before it.

The main features of the team:

- Effective constructive interpersonal interaction;

- Professionalism of each employee;

- Positive thinking, and therefore - the focus on overall success;

- Ability to work in harmony for the overall result;

- Unfixed, flexible and mobile distribution of functions between team members "[3]. [3]

Based on the consideration of numerous definitions of the term "team", we consider the following to be the most adequate.

A team is a group in an organization that has achieved a high level of development and productivity, acting as a new system, the only community that combines the advantages of formal and informal groups in the absence of their shortcomings, provides the most effective and cost-effective team members. The team's activities are accompanied by an almost constant manifestation of the synergistic effect.

This definition, of course, is more in line with the concept of "dream team", but it is to form such a level of team should strive and usually seeks any leader. In the "dream team" is almost fully realized group potential, and its activities as a unit, as a rule, much more productive than the "just a team", with successes and achievements are permanent, and "failures" are accidental.

Characteristics of the team are related to the stage of development of the group-team, ie at each stage of development they are different. stages of ordering the group begins to become a team; the main sign of this is the appearance of a synergistic effect. At each stage of development due to external or internal reasons, the team may lose productivity (it may be disbanded due to closure, or it may fall apart due to negative internal processes). With support and competent leadership, the team can avoid the turmoil and maintain high performance for a long time.

We pay special attention to the stage of turmoil as the most dangerous for the future of the group: the group analyzes conflicts, determines the status of its members, socio-psychological climate can be regarded as negative, not in the spirit of a real team, and therefore reduced productivity. The possible collapse of the group or the adoption of radical measures of an organizational nature, up to the transformation of the group (during the famous Hawthorne experiment, two capricious and ambitious workers of the experimental team

The general task of management at this stage is to minimize or avoid the stage of turmoil, accelerate the transition to high productivity. Competent management is able to significantly smooth out the negative effects of the turbulent phase. The leader must diagnose and prevent negative forms of team behavior, such as reorientation of the team to their own goals, replacement of organizational goals by group, various other deviations.

As we can see, the leader's behavior must be flexible and meet the current needs of the team he leads. The role of leader in the team may not belong to someone on a permanent basis, but be transferred to the most competent participant at this stage of work. Thus, the team of builders of the building can hand over the helm of management at different stages of the project to the most competent workers to perform the current stage: excavation, foundation work, erection of walls, roofing, finishing, installation of equipment.

Types of Bauer teams: operational teams led by a leader, and leadership teams in which the leader is first among equals.

Operational teams are a small group of people (usually no more than 20 people) whose skills and abilities complement each other and are aimed at a common goal for which they are mutually responsible. The first stage of creating this type of team is the selection of the leader, and the leader appoints his representative responsible for the team, who carries out operational management of the team (analysis, organization, resolution and issuance of recommendations and recommendations, but in no case instructions to team members).

The second stage is the formulation of the goals and objectives of the team by the manager and his representative.

The third stage is the selection of team members.

The fourth stage - bringing to the team members goals, objectives, statutes, their discussion, seeking consent and unconditional acceptance of the final version and responsibilities, development of rules of conduct.

Then the team works completely independently under the supervision of a management representative and provides the necessary support.

Temporary, long-term or permanent, these teams can become highly effective, allow to reveal the abilities of their members, grow and develop. These teams can be a great base for leadership leaders.

Leaders' teams do not choose a leader, but the leaders of such teams must be true leaders, able to gain trust and thus turn colleagues into their supporters. Mutual trust between the leader and team members promotes open communication: everyone is free to express their opinions and argue, including with the leader. There is no hierarchy in the team of leaders - as there are no superiors and subordinates. All members of the team are equal, and only the leader is the first among equals.

Every leader of this kind of team should strive to develop the qualities shown above.

Based on his own many years of experience in management consulting, M. Bauer identifies as types and describes the leading operational teams of specialists in finance, marketing, manufacturing, research and development, supply. As leadership consulting teams, he names teams of specialists in new technologies, computer systems, "rapid response", environmental protection, legal issues, strategy.

The teams of the chairman of the board of directors deserve special attention, on the activity of which the very existence of the organization depends.

The formation of first operational and then leadership teams in the organization will lead to the reorganization of the company, and each will be given the place of an independent leader,

or team leader, or member of the leadership team, or a member of the working group led by the leader. The redistribution will affect everyone, including factory workers and line personnel

8.2. The main features of the team. Forming a team in the organization.

The team is characterized by a number of features, the main of which are the following:

• the team consists of two or more people;

• team members, in accordance with their assigned role, participate in the measure of their competence in the joint achievement of goals;

• the team has its own individuality, its own face, which does not coincide with the individual qualities of its members;

• the team is characterized by existing relationships both within the team and outside it - with other teams and groups;

• the team has a clear, orderly and economical structure, focused on achieving goals and objectives;

• The team periodically evaluates its effectiveness.

Most researchers note three key features of a team: collaboration, variety of tasks, responsibility for all work in general, and its analysis.

Usually, the goals of a team cannot be achieved by individual members due to existing time and resource constraints, as well as the inability to master one team member with all the necessary knowledge and skills.

This position is clearly confirmed by the examples of sports teams and orchestras. It can be argued that to carry out projects that require deep knowledge, competence, preferably a team, which, in addition, allows you to distribute tasks among its members, and therefore solve the problem in a tight time frame.

The difference between a team and a group. Teamwork is most useful in mastering new activities, both in paid and unpaid areas; when solving unfamiliar, uncertain problems, when elements of risk arise due to the choices and preferences of decision makers. Thus, teams of managers are created to resolve the consequences of mistakes made in the management and acquisition of new companies.

In public organizations, where activities are not paid and where money can not be an incentive, the attractiveness of teamwork is the possibility of personal contacts and mutual learning; in addition, people are usually attached to what they create.

The members of the group, on the other hand, are much less focused on external tasks. Often the growth and development of a group is its own goal, the process is more important than the result. Many groups have a fairly flexible, less formalized structure than teams, and a sufficient basis for effective cooperation and the establishment of normal relationships is to obtain a definite and consistent result.

It is obvious that teams and groups are partially coincident social formations and there is no insurmountable difference between them. Both the team and the group can develop their members or organizations, manage change processes. But in some cases it is advisable to pay more attention to the process of team building, and in others to limit the usual work in groups or, more simply, the work of "singles".

It is clear from the general considerations that the more uncertain the task, the more a team approach is needed, especially when different stakeholder expectations need to be met, such as government decision-making or technology and innovation policy-making, where alternatives are based on alternatives. detailed study of data. In such situations, the facts are not always sufficient to determine the final policy solution or strategy for innovation, support and development, so the decision takes into account the views and personal views of the parties involved. If the examination does not allow to reach a satisfactory solution to the problems, then compromises between alternative perspectives and the legitimate interests of the parties can be found as a result of teamwork.

The disadvantage of the team approach is that teams can develop solutions that suit everyone's solutions, rather than optimal options. The reasons for this lie in the approach itself - the solution to the problem is in the process of group discussion, of course, striving for an average point of view and the exclusion of extreme solutions, including, perhaps, the best. The result is determined by how progressive the team is in terms of composition, norms and values. The team, which cultivates the spirit of invention and originality, by virtue of its behavior strives for an innovative collective solution.

Teamwork may be unacceptable when a solution needs to be found in a short time. It takes more time for a team to make a decision than for an individual to make a decision, as the team assumes mutual contacts and finding consensus on the decision made. It is now recognized that the promotion of collective responsibility for decision-making in Japanese companies, which initially contributed to their success in business, can lead to a significant slowdown in the production process.

The activities of the organization are largely determined by the effectiveness of formal groups. That is why the leaders of modern organizations seek to form a team of like-minded people. Today, the need for such a team is not a whim of the manager, but a requirement of time. Thus, while in the United States and Western Europe until the 1960s, most work was done individually by people who specialized in certain types of work, and their work was largely independent of the work of others, in the 1970s working groups faced the need group coordination and information exchange. The growth of production in the 80's and 90's led to the development of self-governing and autonomous teams and requires organizations to integrate work not only among team members, but also with other teams and units of the organization.

A team is a group of people who have common goals, complementary skills and abilities, a high level of interdependence and share responsibility for achieving the end results.

Interdependence. Each team member contributes individually to the overall work. Other members of the team depend on the work of each. In the team, everyone shares working information with each other. Team members are also perceived as equal participants in the process of activity and have the opportunity to influence each other.

Shared responsibility. Responsibility for team goals is understood and shared by all.

Result. Responsibility for team results is shared by all members of the group and focuses on group activity.

Thus, the categories "team" and "group" have different meanings. If a group is a community of people in an organization, then a team is always an effective group of individuals.

Researchers note specific differences between groups and teams:

- there is one clear leader in the group, and the leadership in the team is divided among its members;

- personal responsibility dominates in the group, personal responsibility in the team is complemented by collective responsibility;

- in the group the products of individual activity are produced, in the team - the products of collective activity;

- the group discusses, decides and delegates, and the team discusses, makes a decision and implements it.

Thus, every team is a group, but not every group has a team spirit. At the same time, the formed team will have higher results than other groups due to the fact that each team member strives to achieve a common goal, clearly fulfills its responsibilities, interacts with other members to coordinate joint activities and sees itself as part of a whole. Based on this, a synergistic effect arises in the team. The essence of this effect is that the result of the joint efforts of her team members is more than the sum of the individual results of her members, if they worked separately. This effect is ensured by the fact that in teams, compared to groups, such characteristics as the same values, internal relationships, dedication, coherence, trust are more pronounced.

Teams can emerge spontaneously based on elements of corporate culture, and can be formed by the manager in the process of creating formal groups.

4.2. Stages of team formation. Stages of team development.

In today's globalized world, team building issues are extremely relevant. One, even a brilliant person, just a group of people are not able to react quickly to changes in business, politics, economy. That is why nowadays team building is the most progressive strategy of the organization . A strong, unified team is the basis for the effective operation of the substructures of the organization and the organization as a whole.

The team is a team of professionals who share goals, values and common approaches to the implementation of joint activities, have complementary skills, take responsibility for the end results. The stability of the organization, its efficiency - is not the sum of the activities of each employee individually, it is the work of the team.

The idea of team methods of work is taken from the world of sports and began to be actively implemented in the practice of management in the 60 - 70 years of XX century. Nowadays, team building is one of the promising models of management that ensures the full development of the organization.

Teambuilding - building an effective team, creating a group of people aimed at achieving a common result, working in harmony as a single organism; the process of purposeful formation of a special way of human interaction in the organization, which allows you to effectively realize their energy, intellectual and creative potential.

The essence of team building in the organization is to create the necessary conditions for the formation of skills of effective teamwork, team building and team building, the ability to work in a team, identify leaders of team unity and create an atmosphere of informal communication.

Team building is based on the principles: purposefulness, cohesion, responsibility.

There are stages of team formation.

1. Defining the goals of team building.

2. Deciding on team leadership.

3. Selection of team members.

4. Establishing communicative connections between team members.

5. Distribution of functional responsibilities between team members.

6. Development of team interaction.

At the stage of selection of team members it is important to understand the necessary personality traits for team members. The most important characteristics of team members include:

- professionalism;

- motivation;

- communication;

- professionalism + motivation + sociability.

Transforming a group of people into a team is a leader's task.

A group is any number of people who interact with each other and are psychologically aware of the presence of other members of the group, and a team is a group whose members influence each other to achieve a common goal, the main thing that distinguishes a team from a group is the effect synergies.

Synergy (from the Greek - complicity, assistance, assistance, community) - a combined effect of factors, characterized by the fact that their combined action significantly exceeds the effect of each individual component and their simple sum.

The synergy effect results from effective interaction between players based on common aspirations and values, as well as complementary skills, and leads to the fact that the total effort of the team far exceeds the sum of the efforts of its individual players (1 +1 = 11).

Leadership is needed to turn a group of people into a team, a force that represents a lasting competitive advantage. A group of people becomes a team when people have a common vision of the future, common goals and the desire to achieve bold goals.

An important task of the manager is the ability to select people. But all this does not mean that, having recruited the necessary people for knowledge, skills, abilities, personal qualities and roles, the team is ready. The next step is to create a team from a group of people. The most important function of the manager is the ability to create team spirit.

After selecting staff from a group of people who came to do a certain job for a certain reward, it is necessary to create a team of supporters of the company, for whom financial incentives are not the only motivation, and who are able to create a "synergy" effect. First of all, it is necessary to pay attention to the existing processes in the organization (business, organizational, etc.), namely their non-conflict.

The second key point is to be subordinate to only one leader. If the structure is "matrix", then all business processes and job responsibilities must be very clearly defined.

The next step is to make sure that people understand and do everything equally. In "simulation" conditions the general conceptual space is worked out (people should understand things equally), features of interaction, understanding of motivation, its creation, etc. The result is coherence in work, cohesion, sharp increase of motivation to work and quality of this work .

I. Adizes considers the issue of forming a complementary management team in his theory of management styles (the theory of management styles is considered in Section 3). The functions of management (production, administration, entrepreneurship, integration) should be performed by a complementary team, as no one can handle them alone. Different functions have to be performed by different people. To successfully manage, you need to bring together leaders with different approaches and ways of thinking, to gather those who complement each other as different fingers complement each other, which makes the hand a hand.

An effective team can be characterized by generally accepted criteria for the effectiveness of any organizational structure, but there are specific features that are unique to the team. First of all, it is the focus of the whole team on the end result, initiative and creativity in solving problems. High productivity and focus on the best solution, active and interested discussion of emerging issues complement its characteristics.

Effective can be called a team in which:

- team members have a common idea of team goals, objectives and prospects for development;

- a single system of values and unity of rules within the team;

- each team member has a personal interest in achieving team goals;

- the only leader recognized by the team;

- informal and open atmosphere;

- group members listen to each other;

- all members of the group take part in the discussion of fundamental issues;

- during the discussion, both the expression of ideas and the expression of feelings are encouraged;

- the decision is based on unanimity, not on a majority vote;

- Conflicts and differences between group members are centered around ideas and methods, not personalities.

The development of the team is not accidental, but goes through certain stages.

The first stage is team building. This is a period of orientation and acquaintance of its members. At this stage, great infinity, participants take on the powers offered to them by formal and informal leaders.

The second stage is confusion. Team members are approved in their roles, coalitions and groups are formed. The team lacks unity, togetherness. The leader should encourage all team members to participate in management. They should offer ideas, discuss possible solutions.

The third stage is rationing. The team is in order. Participants come to a consensus on roles, internal relationships are formed. The leader should emphasize openness, help group members.

The fourth stage is the performance of work. Team members do everything to fulfill the mission of the organization, coordinate their efforts, resolve differences. The leader focuses on achieving the maximum possible result.

The fifth stage - disbandment. When fulfilling the mission of the organization, solving the tasks of the team is disbanded. The leader officially announces the termination of the team's activities - holds a solemn ceremony, distributes awards or commemorative badges.

Module No. 2 " Team Interaction Management " :

Lecture 1. Organization and holding of meetings and working meetings.

1..1. Technology of preparation for meetings and gatherings. The concept of meetings, meetings and gatherings.

5.2. Characteristics of business consultations. Features of different types of meetings.

5.3. Characteristics of business consultations. Features of different types of meetings.

1..1. Technology of preparation for meetings and gatherings. The concept of meetings, meetings and gatherings.

The work of the manager is associated with meetings, negotiations and presentations. They are operational tools in its normal activities. Meeting - a form of management, the content of which is the joint work of a number of participants in the management process.

Meeting - a form of organizational work of a permanent body (committee, board, council, commission, group).

Meeting - the presence in a certain place of people united by a specific purpose (meeting of employees of the enterprise, department, members of society, etc.).

Effective managers know what to expect from a meeting, report, or presentation, and what their goals are. They ask themselves: "Why are we organizing this meeting?", "Do we want to work out a decision, make a message or find out the direction of our activities?" They usually insist that the content of such meetings, negotiations, reports or presentations be carefully considered and communicated to the participants in advance. They insist that each meeting be of concrete benefit and promote the solution of the set tasks. A leader who is focused on improving efficiency always discusses the tasks of a meeting in advance. He does everything possible to ensure that communication meets the requirements. He will not allow the meeting to turn into an exchange of "great ideas". At the same time, it will try to ensure that it does not become a statement of the point of view of one participant, but would stimulate the mental process of all present. At the end of the meeting, the experienced leader returns to the agenda and compares whether the decisions of the meeting meet the objectives.

There are other ways to increase the productivity of meetings. It is important to remember the rule, which is often ignored and you can hold a meeting and listen to what is being said at the same

time, or participate and speak yourself. But it is impossible to combine. However, focusing on specific goals remains a key rule.

Focusing on the goal neutralizes one of the main problems facing the manager, namely: confusion and disorder of events that distract from the content of what is happening. Focus on results gives the organizing principle. It makes events more meaningful.

This purposefulness turns one of the weaknesses inherent in the functions of the manager - his dependence on other people, the organization in which he works, a source of growth. Purposeful work promotes the spirit of collectivism. Finally, this position of the manager does not allow to be closed within the firm, forces to direct the efforts on achievement of results concerning the given organization as a whole, helps to establish contacts with external contractors - be it markets, clients, suppliers, etc.

Focus on positive results, on achievements is the way to efficiency.

Service meetings are a responsible type of manager's work and an important factor in organizing the activities of the entire management staff. Such work is needed to speed up the decision-making process and increase their justification. Meetings are also an effective form of sharing information and experience. Meetings simplify and speed up the process of bringing specific tasks to the direct executors, the organization of control and more. But if the manager brings to the meeting such issues that he could solve on his own, it turns into a waste of time.

The educational value of meetings should also be taken into account. The emotional influence of the manager on the team during the meeting, the influence of the team on individual employees contributes to the growth of initiative and enthusiasm.

All this is true only when the meeting is really necessary and properly prepared, and the issues under consideration are directly related to the employees involved in it.

If the need for a meeting is obvious, its effectiveness depends on the quality of preparation and conduct. For example, in preparation for a decision-making meeting, the manager should take the following steps:

- decide in advance and clearly formulate the agenda in order to discuss one or two (no more) issues that the manager really can not solve on their own or which on the basis of consultations and personal contacts of the manager with relevant specialists is ineffective;

- limit the number of participants in the meeting to employees directly related to the issues under discussion; timely acquaint everyone with the agenda, time and place of the meeting and with materials related to the issues under discussion (abstracts of the report or main message, references and other factual material, proposed draft decisions, etc.);

- inform all participants in advance so that they are ready to express their opinion or answer certain questions;

- make sure that the stenographer or secretary is present at the meeting;

- provide preparation of the premises and organizational equipment (tables, microphones, etc.).

1.2. Characteristics of business consultations. Features of different types of meetings.

The most common method of formal and informal interaction in the business environment is conversation. It can be both an independent form and included, for example, in a business meeting. A business conversation, like any situational contact, usually includes the following elements:

• treatment;

• request (question, request for information or description of the situation);

• response (presentation of information or description of the situation);

• coordination of action (interaction);

• expected result (joint actions, agreements, decisions).

In order to achieve the expected result and realize the intentions that prompted the conversation, it is necessary that all components of the upcoming conversation were justified. An important stage of preparation for the conversation is planning, which is reduced to the following actions: drawing up and checking the forecast of the business conversation, establishing its main tasks, finding suitable ways to solve these tasks, developing a plan for individual elements of the conversation, etc. In addition, the spatial environment in which the conversation will take place is important. It must be properly organized both from a proxemic point of view (arrangement of furniture, sitting at a table, distance between the participants of the conversation), and from the point of view of confidentiality and psychological comfort for confidential communication.

Conversation as a form of business interaction is a kind of psychological play, including both monologues and dialogues, a certain set of roles played within a specific time, topic and situation. Business conversation is a multifunctional form of communication, it is conducted to achieve the following goals:

• exchange of necessary information, mutual communication;

• maintaining business contacts with partners in the external environment;

• introduction to innovative activities and processes;

• search, promotion and project development of new ideas;

• control and coordination of already started activities, actions;

• identifying the level of motivation and demotivation of employees;

• diagnostics of the employee's capabilities in hiring, evaluation, promotion;

• analysis and resolution of conflict situations, etc.

Conversations differ in both form and content. There are conversations of equal status and status of employees, such as partners, colleagues, and unequal, such as the head - a subordinate, the teacher - a student. The purpose of a particular conversation is usually related to the subject (topic) of the conversation. It is advisable to prepare the conversation in advance, providing not only its subject, rules of procedure, important documents and materials, but also the range of issues to be discussed, the main intentions and expectations.

The business conversation usually consists of five phases :

1) the beginning of the conversation;

2) transfer of information;

3) argumentation;

4) refutation of the interlocutor's arguments;

5) decision making.

1.3. Characteristics of business consultations. Features of different types of meetings.

The most important stage in organizing a business meeting is preparation. The first contact can be made by phone, fax or letter, but it should be interesting enough to encourage the other party to meet. Therefore, the criteria for evaluating the results of interaction, in addition to achieving the desired goal, are factors that reflect the resource costs of participants, time, degree of tension and direction in the nature of changes in the relationship of each partner. [6, p. 64-66]. .Invitation to a meeting An invitation to a meeting should contain information about who you are or who you know to whom you are sending the invitation. If so, where did you meet (try to remember the person, especially since foreign names and surnames are difficult to remember); what is the reason for your meeting, briefly describe your company, interests, etc .; what problem the person you are addressing has and how you can help them; at what time it is desirable to meet. After the letter is written or the fax is sent, it is necessary to wait for the answer (on the letter - 2-3 weeks, on the fax - within a week). If no response is received, it is advisable to send a reminder letter. If the other party agrees to meet, you can suggest a meeting order. The purpose of this procedure is to show that you are a trained partner, to give the other party the opportunity to prepare relevant materials or to find people to meet. The Protocol provides for the following elements of the agreement:. The subject of a business meeting. . Venue. . Time limits. . Number of participants. . Discussion materials and final, concluding documents. Subject of the business meeting The subject of the business meeting is the issue of joint activities or change of its form, the termination of cooperation, if the conditions of one of the parties do not satisfy the other. There are also protocol business meetings, which are called courtesy visits, because they are held to establish acquaintances or to express attention to the partner for one reason or another. The main requirements for the content of a business meeting are: professional efforts; quality and comprehensibility of the subject of discussion; clearness; constant orientation; appropriate rhythm; repetition of basic provisions; elements of unexpectedness; saturation of judgments; information transfer framework; a certain amount of humor and irony. Business meetings are usually organized in the partners' offices, in neutral territory or remotely. The initiator of the meeting offers his version, but the last word about the place and time of the meeting remains with the invited party. The expression home and walls help has its own meaning. Of course, it is easier and more convenient for the owners to organize work with the telephone, reliable secretarial services, as well as with lawyers, experts or higher organizations. This option allows hosts to influence the external environment, including the selection and arrangement of premises, placement at the negotiating table and purposeful organization of cultural and social programs. There is also an opportunity to make the guest feel obligated for the high level of organization of the meeting and thus make it more compliant and accommodating. A serious reason for conducting business conversations in the partner's company is the possibility of obtaining additional information about the partner, his company and the conditions of its operation. Using this option of meeting, it will be easier for you to lay the foundation for future relationships, there is an opportunity to quickly end a profitable business, because your partner has less distance to travel. By visiting a partner

company, you show the seriousness of your intentions and a great desire to make a deal. This is a symbolic action that can play a crucial role in convincing the other party that it is best for you to deal with your company. The possibility of organizing a meeting in neutral territory also has its appeal. As a rule, in this area, the discussion of issues does not give preference to either party, so it is especially effective in resolving conflict situations. Holding such meetings at the international level can be quite useful if obtaining additional information is not an important element in succeeding in negotiations and if the possibility of saving time is taken into account. Neutral space has a number of advantages: it helps to focus on the subject of the meeting; rejects extraneous opinions and helps to focus only on directly relevant information; neither side of the meeting feels obligated to the other to organize the meeting. The disadvantage of meetings in neutral conference rooms is that if a business meeting is delayed or complicated, it takes a lot of time and effort to make the meeting atmosphere warmer. Business communication can take place not only at the negotiating table, but also in an informal atmosphere, when in the conditions of immediacy and confidentiality there is an opportunity to express their doubts and criticisms, without risking dissatisfaction with the partner, to eliminate contradictions. For such meetings there are country and business clubs of businessmen. In Ukraine, where there is no network of such institutions, a business meeting can be organized in a restaurant, cafe.

Lecture 2. Technique of public speaking.

2.1. Technique of effective public speaking. Schemes of performances.

2..2. Time and rules of audience concentration. Effective methods of influencing mass psychology.

2.3. Language strategies in public speeches. Suggestive techniques.

2.1. Technique of effective public speaking. Schemes of performances.

Public speaking is an oral monologue in order to influence the audience. In the field of business communication, the most commonly used genres are report, information, welcome and trade speech.

 The classical scheme of oratory is based on 5 stages: 1) selection of necessary material, content of public speech (inventio - "invention"), 2) Drawing up a plan, distribution of collected material in the required logical sequence (dispositio - "location"), 3) " Verbal expression ", literary processing of language (e | ocutio), 4) Memorization, memorization of the text (memoria -" memory "), 5) Proclamation (pronuntiatio).

 Today there are 3 main stages in public speaking: pre-communicative, communicative and post-communicative.

Ancient rhetoric attached great importance to the preparation of public speaking (these are four of the five stages of this scheme). The Greeks said that Demosthenes' speeches were smeared with the oil of the night lamp, in the light of which he composed them.

Preparation for any oratorical monologue begins with defining its theme and purpose. The topic is determined either by the author himself or by those who invite him to deliver a speech. The title of the speech should be clear, concise, as short as possible. It should reflect the content of the speech and attract the attention of listeners (For example: "Do we need nuclear power plants?", "Health and safety", "On preparation for product certification". The topics should guide people to participate in the discussion of specific issues. Therefore, it is advisable to "decipher" the agenda item "Miscellaneous" - a person will be able to prepare and consider their speech in advance. others.

Starting the development of the text, it is necessary to determine the purpose of the speech. The speaker must have a clear idea of what reaction he is seeking. The main goals of the public monologue are communication and influence. The speaker can set the task to inform the audience, to give some information. Does he expect to excite the audience, to form people's beliefs, ideas that will be the motives of their behavior, that is, calls for action. Often these tasks intersect, combined in one performance. It is necessary to inform the listeners of your aspirations and tasks.

It is important to assess the composition of the future audience. Heinz Lemmermann, author of a textbook on rhetoric, urges to tune in to your listeners in advance, to put yourself in their shoes, to "see things through their eyes." Necessary data about those for whom the speech is intended are: educational level, direction of education (humanitarian, technical ...), cognitive interests, gender, age, attitude to the topic and the speaker.

It is always easier to speak, referring to a homogeneous (homogeneous) composition (amateurs, professionals, colleagues, students, people of the same political views, etc.). The more homogeneous the audience, the more predictable the reaction to the performance. When addressing young people, you can not flirt, flatter, teach, reproach ignorance, incompetence, emphasize their superiority, avoid acute problems and issues. Students with a high level of professional or scientific training should not perform without new views, approaches to solving the problem, do not allow repetitions, trivial judgments, demonstrate their superiority, abuse numbers, quotes, evade the essence of the problem.

It is more difficult to deliver a speech in a heterogeneous (heterogeneous) audience. If the audience is different in composition, it is necessary, if possible, to address a fragment to each group. It is worth thinking in advance about what to say to individuals, especially authoritative, important people, if you know that they will come.

It is also necessary to find out the size of the audience. Large numbers of students are more difficult to manage. The vast majority of people are gullible, prone to depersonalization, incapable of criticism, see everything in black and white, react to emotions. The larger the audience, the simpler, more obvious, more imaginative it is worth speaking. The knowledge of their listeners, "targeted" preparation of speech are especially important when discussing a difficult issue in a narrow circle of professionals, business people.

2..2. Time and rules of audience concentration. Effective methods of influencing mass psychology.

It is also necessary to find out after which other speeches your speech is planned. After all, each subsequent speech should be more interesting in content and form than the previous one.

The next stage of the pre-communicative stage - "coding" - composing the text - begins with the selection of material. It is better to use several sources instead of one to make the speech meaningful. Sources of material are divided into groups:

 1Direct - materials obtained by the author from life through observations, personal experience:

a) knowledge, practice;

b) personal contacts, conversations, interviews;

c) imagination - the imaginary creation of new paintings, images, projects based on past experience with elements of creativity.

2 Indirect:

a) official documents:

b) scientific and popular science literature;

c) fiction;

d) articles of newspapers and magazines;

e) radio and television broadcasts;

f) reference books: encyclopedias, dictionaries;

g) the results of opinion polls.

"Live" experience is always well received by listeners, it is convincing and they believe in it.

The material of a public speech can be theoretical or factual. The saturation of speech with one or another type of material depends on the genre. Yes, the report needs to set out a lot of facts to prove the point and convince the audience. The material of the speech must be reliable. Preliminarily check the accuracy of information, numbers, dates, quotes, names.

Systematizing the material, the speaker creates a plan, devises the composition, logic of presentation, composes and edits the text.

Preparing a written text has many advantages. Written speech can be checked, corrected; it is easier to remember and longer to remember. It is necessary to write on separate sheets, on one side. An experienced speaker can limit himself to compiling abstracts or a synopsis of a detailed speech plan.

Rehearsal is the proclamation of the text by thought or aloud, preferably in front of a mirror. You need to find a position in which you feel easy and comfortable, and try to remember it; examine the face - straighten frowning eyebrows, facial wrinkles that run down the forehead; think through gestures, methods of establishing contact. Experience shows that 3 to 20 minutes of training takes 20 to 25 minutes of preparation. If the speech is carefully designed, then at the time of meeting with the audience, the speaker will be confident.

 There are three ways to deliver a speech:

1) Reading the text, 2) Reproduction from memory with reading of individual fragments (based on the text), 3) Free improvisation (impromptu).

They read those speeches that cannot be deviated from the text: diplomatic, solemn, reports and co-reports of official content. Other types are usually pronounced on a written basis. It is enough to look down at the page to restore the course of the presentation, find the right number, etc. Such a speech creates the impression of free possession of the material, allows the speaker to communicate confidently with the audience. The speaker, however, does not always have the opportunity to prepare the text in advance. Sometimes at meetings, meetings, gatherings, meetings have to speak impromptu. This requires a great mobilization of memory, energy, will. Improvisation is possible only on the basis of great knowledge, rhetorical skills.

After the speech, the speaker often answers questions from the audience, argues with them. This form of communication requires from the speaker a quick reaction, friendliness, humor. The speaker's answer is intended not only for the opponent but also for all present.

The method of public speaking recommends not to hurry with the answer, but first to make sure that the question is clearly understood; answer succinctly, clearly and do not give unreasonable or dubious answers; have on hand reference material for those who want to get a more detailed justification of your assumptions.

The highest manifestation of public speaking skills is contact with the audience, ie the common mental state of the speaker and the audience. This arises on the basis of joint mental activity, similar emotional experiences. The attitude of the speaker to the subject of the speech, his interest, conviction provoke a corresponding reaction in the audience. As the saying goes, the word belongs half to the speaker and half to the listener. The main indicators of mutual understanding between communicators - a positive reaction to the words of the speaker, the external expression of attention of the audience (their posture, focused gaze, shouts of approval, smiles, laughter, applause), "working" silence in the hall. Contact - the value is variable. It can be complete (with the whole audience) and incomplete, stable and shaky in various fragments of the speech.

To win the audience, you need to establish and maintain constant eye contact with it. The speaker usually slowly looks around the audience.

Before the speech endure a short psychological pause - 5 - 7 seconds.

No matter how interesting the topic, the audience's attention is later dulled. It must be supported by the following public speaking techniques:

receiving questions - answers. The speaker asks questions and answers them himself, raises possible doubts and objections, clarifies them and draws certain conclusions.

The transition from monologue to dialogue (controversy) allows to involve individual participants in the discussion process, thus activating their interest.

Reception of creation of a problem situation. Listeners are invited

a situation that raises the question: "Why?", which stimulates their cognitive activity.

Acceptance of novelty of information, hypotheses forces the audience to assume, to think.

Reliance on personal experience, thoughts that are always interesting to listeners.

Demonstration of the practical significance of information.

The use of humor allows you to quickly gain an audience.

A short digression from the topic gives listeners the opportunity to "relax".

Slowing down with a simultaneous decrease in the strength of the voice can draw attention to the responsible places of performance (reception "quiet voice").

The active means of contact are special words and expressions that provide feedback. These are personal pronouns 1 and 2 persons (I, you, we, we are with you), verbs in 1 and 2 persons (we will try to understand, we will make a reservation, we will note, I ask you, note to yourself, think, concretize, etc.), addresses (dear colleagues, my dears), rhetorical questions (Do you want to hear my opinion?). These linguistic means of contact help to overcome the "barrier", serve to unite the speaker with the audience.

Posture, gestures, facial expressions - belonging to an individual style. These elements of the kinetic system of communication act on the visual channel of perception, focus on the content of information coming through the auditory canal, increase emotionality and thus contribute to better assimilation of thoughts. According to psychologists, 25% of speech is perceived visually.

The speaker must achieve a sense of stability, balance, lightness, mobility and naturalness on the podium, in front of the audience. The sight of a man standing still for a long time tires the listeners. During a long report, an experienced speaker changes position. A step forward at the right time enhances the importance of a particular place of speech, helps to focus on it. Stepping back, the speaker seems to give the audience the opportunity to "rest" and then moves on to another position of speech. You should not walk, move in different directions during the performance.

The skill of the speaker is manifested in increasing the impact of gestures, facial expressions. Excessive virtuosity does not adorn the speaker and causes irony, hostility. From meaningful gestures that contribute to the success of speech, it is necessary to distinguish meaningless, mechanical (shaking his head, straightening hair, clothes, turning the pen, etc.). It is argued that the best gesture is one that is ignored by the audience, that is, one that organically merges with the content of the speech. The following are used in public speaking:

Rhythmic gestures. They emphasize logical emphasis, slowing down and speeding up speech, the place of pauses. For example, a slow movement to the right when pronouncing the phrase "Says the water is draining."

Emotional convey shades of feelings (compressed clack, oval hand movement, "cutting hand" phrase).

Indicators are recommended to be used in very rare cases when there is an object, visual accessories, which can be pointed out.

Fine visuals represent the object, show it (for example, a spiral staircase).

Symbolic carry certain information. This group includes a gesture of categoricalness (saber waving fingers of the right hand), a gesture of opposition (hands perform movement in the air "here and there"), a gesture of separation (palms open in different directions), a gesture of generalization (oval movement with both hands simultaneously) , a gesture of unification (the palms of the palms of the hands are connected).

The importance of gestures is evidenced by the fact that in rhetoric since ancient times, special sections have been devoted to it.

The main indicator of the speaker's feelings is facial expression. The speaker's facial expressions stimulate the emotions of the audience, able to convey a range of experiences: joy and sorrow, doubt, irony, determination ... Facial expression should correspond to the nature of speech. A good speaker has "a face that speaks with speech." The face and the whole appearance of the speaker should express a friendly and even friendly attitude. The audience does not like the angry or indifferent.

4. Analysis of the speaker's speech

After the speech, an analysis is needed. First of all, in order to find, highlight and take into account the shortcomings.

 Speech analysis scheme

What is the topic of the speech? Has his goal been achieved? Is the topic relevant to the audience or interesting?

What material is used in the text of the speech?

What is the composition of the speech? What methods of presenting the material are used?

Is the speech logical or probative?

Does the speech meet the criteria of correctness, accuracy, expressiveness, richness of speech?

What is the way to deliver a speech?

Did the speaker comply with the requirements of speech technique?

What is the appearance of the speaker, or appropriate gestures and facial expressions? How free is he in front of the audience?

Is there contact with the audience? By what means?

Determine to which language type the speaker belongs (according to the classification of SF Ivanova).

5. Types of speakers

SF Ivanova in the work "Specifics of public speech" (Moscow, 1978) identified individual language types:

Rational - logical. Speakers of this type tend to analyze phenomena, reasoning and rigorous argumentation of their own and others' actions. Their preparation for any speech is characterized by consistent selection and strict systematization of materials, reflection and development of a detailed plan. This plan seems to be "sitting inside them", and speakers do not use it during the speech. They are often concerned about other things: how to make their speech more vivid, emotional, which examples to take to interest the audience. "Logicians" are often sanguine.

Emotionally - intuitive. Representatives of this type speak passionately, enthusiastically, sprinkling their speech with sharp words, puns, but can not always follow the firm logical sequence of speech and "make ends meet." They do not always write a plan of their performances, believing that it binds them. There is a coincidence of emotional language type with choleric temperament.

Philosophical. Speakers - "philosophers" are more or less emotional, prone to analysis, sometimes very organized in their work, and sometimes without any visible organization reveal any one issue, get to the root, and suddenly, like a ray of light, irradiate everything with the idea. . Their common

feature is the desire to research, deep understanding of phenomena right in front of the audience, the desire and ability to involve the audience in this process. Most often, this group consists of people with phlegmatic temperament.

Lyrical or artistic - figurative. Deep emotionality, lyricism, inner excitement, acute vulnerability, insight - these are the characteristics of this type. Most often it is based on a graceful, melancholy character.

6. Report and speech as genres of business communication

The report is a detailed message on a specific topic in order to form the opinion of students on the issues raised, to determine the nature of further practical action. The report provides an analysis of the problem, provides information, tasks, recommendations and evaluations of the team. The report characterizes the results of the enterprise or organization for a certain period, as well as the prospects for development.

Speech is a type of public speech in which short announcements are made at official meetings, during discussions, at solemn meetings, presentations. Speech differs from other genres by the concentration of a number of qualities: emotionality, clarity of problem statement, richness, specificity, effectiveness, as well as short time limits.

Speeches are divided into types:

Informational speech (message) is heard at the meeting. Of course, this is a relevant message that gives a new idea of the subject or phenomenon, the hypothesis of solving the problem.

Welcoming speech can be dedicated to the anniversary of the person, organization, meeting of the delegation, award ceremony, the beginning of the conference, a memorable date ... The main task of this language - to create a sublime, festive mood, inspire listeners. Welcoming speech should be emotional. The speaker should use vivid examples, associations, means of linguistic expression. The welcome speech usually has the following structure:

 1) addresses, words of congratulations,

 2) a brief description of the event,

 3) successes and achievements, prospects,

 4) wishes.

Trade speeches are delivered at presentations and meetings. The history of its origin is connected with the appeals of heralds who walked the streets of ancient Athens and reported the sale of slaves, cattle, products. Old genres of oral advertising of Kievan Rus are also known - appeals, exclamations, wit. They used rhyming and language games as a means of attracting attention. Among the street vendors - talkers in the cities stood out sellers of newspapers and books. Interestingly, nowadays word of mouth advertising is back. On the streets of modern settlements are increasingly heard the voices of people praising the product, urging customers.

The purpose of trade speech - directed influence on attention, memory, emotions, cognition, the system of motives of listeners. This goal determines the content and language of the advertising text. It should vividly characterize the 2-3 most important qualities of the product or service, emphasize the unique features, the benefits they give the consumer. It is advisable to talk about the result, to give arguments, constantly repeating the main ones. The statement should be constructed in the form of friendly advice. You can't "impose" something on the audience and flatter yourself by spreading trade information about your company's products.

2.3. Language strategies in public speeches. Suggestive techniques.

There are two types of manipulation of the subjects of manipulation, namely:

- interpersonal manipulation, defined as use various means and technologies of information and psychological influence on the individual a person;

- collective manipulation - the suppression of the will of the people through the spiritual

influencing them through the programming of their behavior. This influence is directed

on the mental structures of man, is carried out covertly and puts his own the task is to change the thoughts, motivations and goals of people in the right group persons direction.

Consider some definitions of the term "strategy". This term originated in military sphere. In the general scientific sense, it denotes art guide to something based on the right and long-term

forecasts.

"Communication strategy" (from the Greek. Stratos - army and ago - lead) - cognitive process, ie the global level of awareness of the situation in which the speaker correlates his communicative goal with a specific language expression.

In the theory of speech communication under the strategy of speech communication understand "the optimal realization of the speaker's intention to achieve a specific the purpose of communication, ie control and choice of effective courses of communication and their flexible

changes in a particular situation.

Today in the theory of communication there is no universal classification communication strategies. Strategies are distinguished in dialogic interaction depending on the way of dealing with the communication partner:

a) cooperative strategies - a set of speech actions that apply the addressee to achieve the communicative goal by cooperating with the addressee;

b) non-cooperative strategies - a set of speech actions that uses the addressee to achieve its strategic goal through conflict with the addressee.

Suggestion is understood as a form of interpersonal and intergroup communication, in which information is transmitted through a partially unconscious, directed signal on verbal or nonverbal levels. Suggestion differs from persuasion by a low level criticality and the need for verification of information.

Particularly effective suggestive technologies on the Internet for certain reasons:

trust in the network's unofficial resources is still high; the audience can be involved in information in the hope of solving any problems; formation empathy-based networking communities. Suggestive technologies may affect the neuropsychological processes and social ideas, guidelines, social norms, values, opinions, as well as the individual identity of visitors to Internet resources.

First of all, the audience is most susceptible to suggestive influence seeks to solve certain problems:

1. People are actively looking for information about the problem that concerns them, and record information that comes to them suddenly and offers salvation from the problem.

2. The strength of suggestive influence is determined by the degree of people's faith in what

there are obstacles that limit their ability to implement plans.

3. The possibility of suggestive influence is determined by the level of involvement -

the degree to which a person feels involved in a particular situation and decides whether to act on it and how.

Suggestive communication on the Internet is based on radically new ones communicative principles, one of which sounds like this: where there used to be advertising, today there should be empathy. Suggestive influence is most effective among those online communities where interactive relationships are tuned to trust, sympathy, compassion, and understanding, which reduces the level of criticality in the perception of information.

Lecture 3. Business negotiations.

3.1. Concepts and types of business negotiations. Negotiations in business communication.

3.2. Negotiation process. Varieties of business negotiations. Stages of business negotiations.

3.1. Concepts and types of business negotiations. Negotiations in business communication.

The purpose of business communication is to organize a joint work process or improve it. This is how business negotiations differ from other types of communication.

Business negotiations are discussions in order to reach an agreement between anyone and on any issue. In the process of negotiations, the partners, in addition to exchanging information and views on the issues raised, seek agreement on the issue under discussion. Negotiations, having an official nature, involve the signing of documents that define the mutual obligations of the parties (agreements, contracts).

Distinctive features of business negotiations as one of the types of communication is that the interests of the participants are not completely identical or completely opposite. The complex combination of diverse interests makes the negotiators interdependent. This interdependence leads to a joint search for solutions to the problem.

Thus, negotiations in business communication is a process of interaction between the parties in order to achieve an agreed and acceptable solution for them.

Negotiations can be conducted by one person or a team of like-minded people.

7.2. Negotiation process. Varieties of business negotiations. Stages of business negotiations.

According to the classification criteria, the following types of business negotiations are distinguished:

• by level of formality:

• official: strictly regulated, provide for the conclusion of a protocol, signing of documents;

• informal: close to casual conversation and mostly do not involve decisions that have legal force;

• by origin and direction:

• external: involve communication with business partners and customers;

• internal: interaction between employees of the enterprise.

The success of negotiations as a mandatory part of business contacts depends not only on a good knowledge of the subject of discussion, but also on the mastery of the technique of negotiation.

Participating in the negotiations, the parties can apply different strategies, the choice of which depends on:

• situation in which negotiations are conducted: negotiations are possible both within the framework of cooperation and in the conditions of conflict;

• readiness of the parties to realize each other's interests;

• understanding the success of negotiations by their participants.

In the modern scientific literature there are two main strategies for negotiation: conflict-oriented (the purpose of negotiations - victory, failure to win completely means defeat) and consensus-oriented (the purpose of negotiations - joint analysis with a partner and finding a solution acceptable to both parties). The distinction between these strategies in real life is quite conditional, because they can be combined.

The main types of business negotiations:

 Ordinary - relate to internal problems of employees and relationships at work.

Commercial - usually conducted between the organization and an external partner. This type of negotiation is carried out for financial gain.

Legal - official and legally binding.

Interesting fact: commercial business negotiations between financially involved parties can last for years and decades. They look like a game of chess. The long-term nature allows you to be more tolerant of possible short-term losses, as partners balance the results with future time prospects.

Evaluation criteria

In order to assess how successful the negotiations were, it is necessary to understand the criteria by which to form your assessment:

1. Efficiency. The result may be satisfactory, but if it was achieved at too high a price or too late - it no longer makes sense. The result, which does not justify the expediency of the measures taken, indicates that the rules of negotiations have been violated.

2. Constructiveness. Financial income is important, but future interests should also be considered. Negotiations often involve excessive emotional involvement when participants make desirable but unreasonable demands. It should be remembered that an instant victory, which leads to tensions and deterioration of relations between partners, as a result is a loss for both parties.

The stages of negotiations include four basic blocks.

Stage 1: preparation for negotiations

It consists of formal and factual training. As part of the formal appoint participants in the negotiation process, place and time of negotiations. Next, the minimum and optimal goals of the negotiations are determined. It is important to consider not only your interests but also the goals of the other party, to analyze alternative solutions and to identify the range of issues that need to be discussed.

Stage 2: start and mutual presentation of conditions

Negotiations begin with the introduction of participants, the announcement of the subject of discussion, as well as clarification of the competencies of all participants.

Stage 3: discussion of conditions

The parties provide their own arguments and their justification. According to the rules, if the proposal is rejected, you need to make a counter. The first proposal is often rejected because it provides an option that is most acceptable to only one of the parties. The following proposals are successive mutual concessions.

Stage 4: completion of business negotiations and conclusion of a contract

Negotiations end when all positions are agreed. Agreements are recorded in writing. If the parties cannot agree, the meeting is terminated.

Effective negotiation skills include:

diplomacy, openness to the arguments of the other party;

ability to listen carefully;

willingness to show good will and come to a compromise, but at the same time firmly defend their position;

ability to critically and adequately assess the situation;

a clear understanding of the limits and conditions beyond which any decision would be unacceptable;

ability to logically formulate their position, analyze and try to understand the arguments of the interlocutor.

6.3. The optimal model of the negotiation process. Negotiation strategies. Negotiation styles.

The style of behavior of all participants determines the course of the negotiation process. The negotiation strategy chosen by your partner has a significant impact on the end result.

Negotiation tactics involve a combination of different techniques, called the "portfolio approach".

Depending on the chosen course of action distinguish:

Constructive methods of negotiation - conversation, compromise, when partners exchange views and make partial concessions.

Instructive technique of domination - the transfer of information occurs on the one hand in the form of instructions, without taking into account the interests of the other party.

Persuasion and cooperation - a technique of negotiation, when the opponent persuades the interlocutor to make the decision he needs, using logical arguments.

Both sides are ready for dialogue and agree to maximize mutual benefits.

Discussion - negotiations resemble a verbal competition, and each side stands on its own, using factual arguments.

Evasion - one of the parties avoids communication.

Minimization or mitigation of consequences - one of the parties makes obvious concessions to the detriment of their interests.

Harvard negotiation tactics assume that good relations between the participants are more important than getting results quickly. The positive nature of the negotiations helps to reach compromises. Quarrel, on the other hand, pushes away consensus.

The idea of the Harvard model of negotiations involves reformatting from competition to cooperation in finding a solution that will satisfy both parties.

Methods of choosing the optimal strategy

It is difficult to determine in advance which of the methods will work best. Negotiation is a living process, the course of which is influenced by concomitant factors. When planning a negotiation strategy, it is necessary to consider a plan "A", "B" and just in case "C" and "D".

An effective negotiator must be able to communicate, listen and express his or her views in order to bring the negotiations to a consensus, a solution acceptable to all parties.

Negotiation styles. Depending on how you define your and your opponent's intentions and assess the possibilities of their implementation, you can choose the most optimal style of negotiation for you. Based on the scheme of Thomas - Kilman, there are five main strategies of human behavior in a conflict situation: 1) avoidance, 2) rivalry (struggle, coercion), 3) compromise, 4) cooperation, 5) adaptability (concessions).) Distinguish four main style of negotiations: hard style, soft style, trade style of cooperation (according to AS Karmin pp. 344 - 392). Consider each of these styles and also focus on the study of tactics used in choosing a style.

Hard style corresponds to the strategy of rivalry. If you negotiate in this style, you should insist on your demands, not give in to concessions, put pressure on your opponent and do not show any concern to meet his needs. The result you expect can be described by the formula: win (yours), loss (opponent). It should be remembered that negotiations in this style do not lead to improved relations with the opponent. Hard style is quite dangerous, so if you are unsure, do not use it. It is advisable to use it only when you are not interested in establishing a good relationship with your opponent, but only to meet your own needs, and only if you have a significant advantage on your side. (appropriate use by the team leader, provided that your employees do not know what to do in this situation,

There are two main tactics of negotiating in a rigid style: the ultimate and squeezing concessions.

The tactics of the ultimatum are characterized by the fact that at the beginning of the negotiations an ultimatum is put forward - that is, demands made by one participant to another in a categorical form indicating the specific timing of these demands and the threat to take certain measures in case of refusal. When using this tactic, you should be clearly aware of how high your chances are that your opponent will respond to threats and comply with the demand. Often in the ultimate tactics special techniques are used: calculated delay, reception of alternatives, reception of a shutter. So, the calculated delay is that the negotiations are deliberately delayed until the escalation of the conflict reaches its peak and your opponent is in a very disadvantageous position, then it is best to issue an ultimatum. The essence of receiving alternatives is that that the opponent should choose from two or more unattractive solutions to the problem (of the two evils less). The trick is that you develop several options for resolving the conflict, which are almost equally good for you, but equally unprofitable for your opponent, and in the ultimate form, offer him to choose a certain option. The tactical approach of the shutter is to make it clear to your opponent that you are in a hopeless situation that does not allow you to change your position. and for your opponent are equally unprofitable and in the ultimate form offer him to choose a certain option. The tactical approach of the shutter is to make it clear to your opponent that you are in a hopeless situation that does not allow you to change your position. and for your opponent are equally unprofitable and in the ultimate form offer him to choose a certain option. The tactical approach of the shutter is to make it clear to your opponent that you are in a hopeless situation that does not allow you to change your position.

The tactic of squeezing concessions is that not immediately from the beginning of the negotiations, the opponent is presented with all the requirements, but gradually, one by one. Initially, the most minimal are formulated, later, when the opponent made concessions, more sacrifices are required of him.

Techniques of positional pressure are aimed at creating conditions that provoke the opponent to make concessions to achieve a positive result. The methods of positional pressure include the following methods: "closed door", "access mode", "sighting", "external danger".

Mild style corresponds to the strategy of adaptability, and implies that for you to establish a good relationship with the opponent is more important than defending your own interests in conflict. You are flexible, you go to meet your opponent, and therefore the result can be presented in the form of a formula: "loss - win". This style of negotiation is appropriate under several conditions, namely: when a good relationship with your opponent is very important, when you understand that you are wrong, when you have little chance of winning the conflict. The essence of soft negotiations is not to meet the opponent and make any concessions to him, but to relieve tension in the relationship. If the conflict occurs with a person close to you, it is advisable to use the tactics of self-criticism (you can use criticism of their shortcomings and talk about working to overcome them). This style involves a technique such as "absorbing arrows" (you must allow the opponent to speak out and suppress the desire to take revenge with the same arrow, as a result of your opponent's aggression will disappear and it will be possible to resolve the conflict in a calm environment). It is also advisable to use a method of resolving the incident, which consists of the following four steps: the first - a description (wanting to relieve stress, you start a conversation with your opponent with a simple description of what happened, calmly and very objectively, without emotions and assessments); the second step - expressing your attitude (after describing the incident, express to the opponent your attitude to him, what thoughts and feelings caused by your partner's behavior); third - a proposal (offer your partner another, more acceptable behavior, which

can correct the consequences of the incident); fourth - the reward (It and clearly indicate that the opponent will benefit from accepting your offer and what good you will do for him). In order to make a critical remark in a soft style, it is necessary to follow the appropriate scheme, which includes the following steps: 1) start with praise; 2) describe the essence of the error; 3) find out the reasons for the error and explain what exactly needs to be done so that it does not happen again.

The trading style corresponds to the strategy of compromise.

The collaborative style corresponds to the strategy of cooperation. In doing so, you aim to satisfy both your own interests and those of your opponent as much as possible.

consider the basic rules of principled negotiations. In such negotiations, the central place is occupied by the following concepts: people, interests, options, criteria.

The first rule: (People) separate the person from the problem - discuss the problems and not each other. (In a conflict, there is a tendency to transfer dissatisfaction with the opponent's position to the opponent's own personality. The illusion of a "bad person" is created, as a result of which negotiations often turn to personalities . To prevent this from happening to you, you should be firm when talking about problems, but soft with people. If your opponent accuses you, you should not argue with him about his and your personal qualities, but return the discussion to the merits.

The second rule: (Interests) focus on interests, not positions. In order to understand the meaning of this rule, it is advisable to clarify the concept of interests and positions. Positions are those demands or desires expressed by the conflicting parties and which they want to satisfy in resolving disputes. Interests are the motives that motivate the conflicting parties to take certain positions. In other words, your position is what you decided on, the interest is what made you decide. Interests underlie positions. To see interests by positions means to pave the way to agreement. How to do it? Ask yourself why you took this position, put yourself in the opponent's shoes and ask the same question about his position. You can directly ask him about it. (There are two people sitting in the reading room. One gets up and opens the window. The second gets up and closes it. Such manipulations occur several times. There is a quarrel between readers. They are eager to resolve the dispute through position bargaining: to open the window is not complete, the dispute is about how to open it wide. However, the compromise does not suit either side, because the former is satisfied with the full opening of the window, and the latter with its complete closure. A librarian who is familiar with the method of principled negotiations approaches the noise. She asks what the dispute is about. The first says that he wants the window to be open, and the second - to close the window. That is, these are the positions of the parties, not their interests. Therefore, the librarian asks why the first person wants the window to be open - you need fresh air, he hears in response. Later, the librarian asks why another demands that the window be closed - I'm afraid of drafts, he hears in response. That is, now the opponents did not talk about their positions, but about what made them take such positions - that is, about the interests. So in order to decide in this dispute, it is advisable to combine their interests, namely: open a window in the opposite room, or transplant a person who is afraid of drafts in another room, or ventilate the room for 15 minutes, asking visitors to temporarily leave the reading room) .

The third rule (Options) invent mutually beneficial options. It orients the parties to the dispute to expand the search field. If the positional bargaining seeks a single solution with which both parties would agree, then in principled negotiations it is necessary to find various solutions to the problem, and then jointly choose one of them, the most optimal for all.

The fourth rule (Criteria) insist on the use of objective criteria. These criteria must be recognized by the two conflicting parties. If both parties evaluate the decision on the same criteria, then you

can come to the same opinion about which solution is best. It is necessary to agree on the criteria on the basis of which the optimal solution will be selected. These criteria should not depend on one of the parties, be legal, fair and practical.

Lecture 4. Conflicts: concepts, causes and strategies for resolving them in professional communications.

4.1. The essence and characteristics of the conflict. Types of conflicts. Conditions of conflict.
4.2. Interpersonal and business conflicts. Conflict situation.
4.3. Subjects of conflict situation. Stages of conflict development. Business conflict management.

4.1. The essence and characteristics of the conflict. Types of conflicts. Conditions of conflict.

Conflict (Latin conflictus - clash, skirmish) - a clash of opposing interests and views, tension and extreme aggravation of contradictions, which leads to active action, complications, struggles, accompanied by complex conflicts; a situation in which each party tries to take a position incompatible with the interests of the other party. Causes of conflicts

Socio-political and economic.

Socio-demographic: reflect differences between people.

Socio-psychological: phenomena in social groups.

Individual-psychological: that is, individual personality traits.

Types of conflicts

Conflicts of purpose: are expressed in the fact that the parties have different views on the state of the object in the future.

Conflicts of cognition (creative conflicts): occur when the parties have different views, ideas and opinions about the problem to be solved.

Emotional (sensory) conflicts: occur when interpersonal relationships are based on different feelings and emotions of people.

To overcome the conflict situation, it is necessary Find the roots of its origin, identify areas, causes and levels.

Analyze your own feelings and emotions about the conflict. Understand the deep interests of each party to the conflict. Choose the optimal model of behavior. Propose ideas for resolving the conflict that satisfy all parties. Choose the right solution and implement it. Circumstances that contribute to the successful resolution of conflicts

Sociologist R. Dahrendorf points to three important factors that contribute to the successful resolution of conflicts:

The presence of value prerequisites. Each party to the conflict must recognize the existence of a conflict situation, and the opponent - the right to exist. Conflict resolution is not possible if one of the parties declares that the other party has no right to exist or that its position is unfounded;

The level of organization of the parties. The more organized the parties, the easier it is to reach an agreement and fulfill the terms of the agreement. Diffuse, vague nature of interests, their dispersion makes it impossible to resolve conflicts .;

The parties to the conflict must adhere to certain rules that allow them to maintain or maintain their relationship. These rules should provide equal opportunities for each party to the conflict, a certain balance in their relationship.

Conflict is a situation, a set of circumstances in which there is:

clashes of opposing parties, forces or views;

or takes place;

lack of agreement between two or more entities;

or observed;

internal discomfort of one person.

In a conflict situation, each stakeholder seeks to defend and achieve their own goals, goals, opinions, objectives, points of view, while it argues in their favor, prevents the opponent to do the same, uses all appropriate measures and forms of influence and tries to overcome the resistance of the other party.

Until recently, the dominant view was that conflicts in the organization were undesirable (the Weber School Doctrine) and should be avoided, and if they did occur, extinguish them at an early stage, preventing them from developing. Conflicts are associated with all sorts of troubles, disputes, hostility, struggle and have no positive signs.

However, the modern school of management has come to the conclusion that the conflict, despite the negative features, plays a positive role - helps to move organizations forward and identifies factors that hinder this process. The term "conflict" can be defined as a source of creative energy that should be managed, ie directed it in the desired direction.

The primary source of the conflict or the condition of its occurrence is considered to be a conflict situation - that is, a situation in which one of the components changes its quantitative or qualitative values, which leads to aggravation of relations between the conflicting parties. Here comes into force another of the basic laws of philosophy - the law of transition from quantitative to qualitative changes. Conflict does not emerge until the current situation either suits all parties involved or stakeholders, or these parties are not yet able to influence the development of the situation, do not have sufficient potential (ie the conflict is hidden).

Conflict situation that requires resolution requires the existence of several mandatory elements:

parties to the conflict (two or more parties pursuing dissimilar or directly opposite goals);

object of conflict (specific phenomenon, cause, state of affairs, around which the dispute unfolds);

driving force - an incident (the fact of a collision of opposing forces).

4.2. Interpersonal and business conflicts. Conflict situation.

A typical scheme of conflict can be summarized as follows:

All conflict situations are divided according to the results:

a) functional - those that contribute to the effective operation of organizations, are positive in content, contain a rational grain and have an evolutionary focus;

b) dysfunctional - paralyze the normal functioning of organizations, limit the prospects for development, do not promote the most efficient use of own and borrowed resources.

There are four main types of content conflict:

a.	intrapersonal (conflict of claims). Its manifestation is the contradiction or opposition of the requirements for the same performer by different functional managers to whom he is simultaneously subordinated. The reasons for this conflict are shortcomings in: the system of delegation of authority, organizational structure, management structure, dissimilar leadership styles, conflict of interest (situation in which the employee has a private or personal interest sufficient to influence, or this interest affects the objective performance employee of their duties). A typical example of interpersonal conflict can also be a situation where production or professional requirements do not match the needs or values of the performer. Most people who work in positions that do not involve creativity, initiative and independent decision-making, and perform monotonous, routine and uninteresting work, would seek to resign from such a position. Most of them hate the work they have to do when necessary. However, instead of looking for an interesting job that they would like, they fall into a trap for life. However, they cannot leave this position and find a more interesting and meaningful job, as they will temporarily lose the source of financial benefits (in the form of wages). It is very rare to meet a person who really does his favorite thing, but these few are almost always accompanied by success. Judge for yourself - a typical conflict, an eternal theme - some achieve worldwide recognition, and some life consists of an endless series of small failures or disappointments. Most of them hate the work they have to do when necessary. However, instead of looking for an interesting job that they would like, they fall into a trap for life. However, they cannot leave this position and find a more interesting and meaningful job, as they will temporarily lose the source of financial benefits (in the form of wages). It is very rare to meet a person who really does his favorite thing, but these few are almost always accompanied by success. Judge for yourself - a typical conflict, an eternal theme - some achieve worldwide recognition, and some life consists of an endless series of small failures or disappointments. Most of them hate the work they have to do when necessary. However, instead of looking for an interesting job that they would like, they fall into a trap for life. However, they cannot leave this position and find a more interesting and meaningful job, as they will temporarily lose the source of financial benefits (in the form of wages).

b.

    c.

    d.

e.	It is very rare to meet a person who really does his favorite thing, but these few are almost always accompanied by success. Judge for yourself - a typical conflict, an eternal theme - some achieve worldwide recognition, and some life consists of an endless series of small failures or disappointments. However, they cannot leave this position and find a more interesting and meaningful job, as they will temporarily lose the source of financial benefits (in the form of wages). It is very rare to meet a person who really does his favorite thing, but these few are almost always accompanied by success. Judge for yourself - a typical conflict, an eternal theme - some achieve worldwide recognition, and some life consists of an endless series of small failures or disappointments. However, they cannot leave this position and find a more interesting and meaningful job, as they will temporarily lose the source of financial benefits (in the form of wages). It is very rare to meet a person who really does his favorite thing, but these few are almost always accompanied by success. Judge for yourself - a typical conflict, an eternal theme - some achieve worldwide recognition, and some life consists of an endless series of small failures or disappointments.

b) interpersonal. Occurs in any distribution: powers, resources, work, responsibilities, tasks, assets, benefits, rewards; and also because of the dissimilarity of characters, knowledge, requests, qualifications, capabilities, outlook, interests, attitudes to work and psychological compatibility of people working together;

c) between an individual and a group. Reasons - the imbalance that exists between the norms of group behavior and individual actions, attitudes or habits of the individual; non-fulfillment or

overfulfillment of duties, non-compliance with unwritten internal regulations that have the force of law in this team, ethics of relations, etc .;

d) intergroup. Organizations consist of many formal and informal groups, which are simply unable to coexist peacefully, because within any group there is a constant dynamic development, changing goals, objectives, which are gradually in conflict with similar indicators of other groups.

Interpersonal ways of resolving conflicts are reduced to five types of behavior that a particular person should choose when the first symptoms of a conflict situation appear - exacerbation of still hidden contradictions or intervention of external forces that shift the emphasis in the balance of power. These include:

evasion - it means that a person (group of people, enterprise, part of society), anticipating the aggravation of the situation in advance seeks to avoid actions that provoke the incident. This role of a passive observer is inherent in those who are not interested in change, seek to avoid exacerbation of contradictions;

smoothing is a type of behavior that has much in common with the previous one. At the same time, there are no signs of future conflict, there is an active prevention of its manifestation, the contradictions of the parties are eliminated or veiled;

coercion - control over the situation and regulation of its development. In the undesirable direction of the conflict, the person who is endowed with power and authority intervenes and influences the situation by force, directs the conflict in the desired direction;

compromise - a temporary or neutral solution to the problem, which conditionally satisfies all parties involved in the conflict. Opponents (opponents) make mutual concessions, partially accept the point of view of the other party or postpone the solution of the issue for the future, leaving it open;

conflict resolution is the most desirable and radical way to develop the situation. The parties get acquainted in detail with the arguments "for" and "against", make mutual concessions, key issues are resolved by collective decision-making.

The functional aspect of the conflict is due to the need for change in human relations. Regarding the essence of these relations, the conflict is a confrontation, a clash of opposing tendencies, assessments, principles, standards of behavior on the subject of the conflict. On the part of the goals, the conflict reflects the desire to approve the principle, action, idea, self-affirmation. From the point of view of the state of interpersonal relations there is a conflict. destruction of these relationships on emotional, cognitive and behavioral levels.

If the definition of conflict is based on its subjects, it can be considered as a form of communication. Conflict as a mental state is both a protective and emotionally colored reaction, a reaction to situations that psychologically traumatize a person, to obstacles in achieving certain goals.

Based on the assessment of the results of the conflict, it can be considered a disintegrating force of human relations, and its elimination - integrative. From the instrumental point of view, the conflict acts as a means of self-affirmation, overcoming negative tendencies. The procedural side of the conflict is a situation of finding a way out, means of stabilizing relations.

Understanding the nature of conflicts is facilitated by their classification, which should be based on socio-psychological characteristics. If we consider the conflict as a confrontation, we must distinguish the following contradictions: contradictions of search (conflict of new and conservative), conflicts of group interests, conflicts of personal interests, conflicts of unfulfilled expectations.

In general, the classification and typology of conflicts has an important methodological function. It not only identifies and organizes the accumulated empirical facts, but also plays an important role in resolving conflict situations. We know from medicine that effective treatment is possible only with a correct diagnosis.

The full methodological function of typology of conflicts is manifested only by fulfilling the basic logical requirements on the basis of which the classification is carried out. Conflicts can be classified according to the following characteristics: types, duration, content, scope, degree of influence, type of solution, forms of manifestation, psychological effect, consequences, motives, etc.

By studying conflicts from different points of view, researchers can identify different principles of classification and put forward different typologies. Therefore, any attempt to propose a universal, unified classification of conflicts is unlikely to be fruitful.

The main feature for the classification of conflicts according to M. Deutsch is the relationship between the objective state of affairs and the state that actually developed in the conflicting parties. M. Deutsch identifies six types of conflict:

"Real conflict" is a conflict that objectively exists and is adequately perceived.

"Accidental, or conditional, conflict" - depends on circumstances that may change, but these circumstances are not aware of the conflicting parties.

"Displaced conflict" - a real conflict, which hides another conflict, which is a real factor in the conflict situation.

"Conflicted error" is a conflict that is misinterpreted.

"Latent conflict" is a conflict that should occur but does not arise because it is not realized.

"False conflict" - in this case there is no real reason for the conflict, objectively it does not exist, but it arises in the minds of the conflicting parties due to misperceptions and understandings of the situation.

4.3. Subjects of conflict situation. Stages of conflict development. Business conflict management.

A distinction should be made between the participant and the subject of the conflict.

A participant in a conflict can be any person, organization or group of people who take part in the conflict, but do not understand the goals of the conflict. The participant may be an outsider who happened to be in the conflict zone and has no interest.

The subject of conflict is an individual or group capable of creating a conflict situation, ie relatively independently influence the course of the conflict in accordance with their interests, influence the behavior and position of others, cause certain changes in social relations.

The main periods and stages of conflict development

The beginning of the conflict is determined by the first acts of opposition of the parties. It is believed that the conflict began under the simultaneous existence of three conditions:

the first participant consciously and actively acts to the detriment of another participant (actions - physical movements, transmission of information);

the second participant (opponent) is aware that these actions are directed against his interests;

the opponent starts appropriate actions against the first participant .

If one of the conflicting parties takes aggressive action and the other chooses a passive position, there is no conflict. Conflict is also absent when one of the parties only conceives of conflicting interaction, ie acts in his imagination, and not in reality.

The end of the conflict can take various forms, but in any case involves the cessation of actions of the participants directed against each other.

There are three periods in the dynamics of the conflict, each of which has specific stages.

The latent period (pre-conflict) includes the following stages: the emergence of an objective problem situation; awareness of the objective problem situation by the subjects of interaction; attempts of the parties to solve the objective problem situation in non-conflict ways; the emergence of a pre-conflict situation.

The emergence of an objective problem situation. Conflict arises from an objective problem situation, when there are contradictions between the subjects (their goals, motives, actions, aspirations, etc.). As the contradictions are not yet realized and there are no conflicting actions, this situation is called problematic. It is the result of mostly objective reasons

Objective contradictory situations that arise in the process of human activity, create the possibility of conflicts that become a reality only in combination with subjective factors. Conditions of transition - awareness of the objective problem situation.

Awareness of the objective problem situation. Perception of reality as contradictory, understanding the need to take some action to resolve contradictions are the content of this stage. The presence of an obstacle to the realization of interests contributes to the fact that the problem situation is perceived subjectively, with distortions. Subjectivity of perception is generated by the nature of the psyche, social differences of communication participants (values

social attitudes, ideals, interests). The individuality of awareness depends on the level of knowledge, needs and other characteristics of the participants in the interaction. The more complicated the situation and the faster it develops, the greater the likelihood of its distortion by opponents.

Attempts by the parties to resolve the objective problem situation in non-conflicting ways. Awareness of the situation as contradictory does not always automatically lead to conflict between the parties. More often they (or one of them) try to solve the problem in non-conflicting ways - persuasion, explanation, requests, informing the opposing party. Sometimes the participant of the interaction gives in, not wanting to turn the problem situation into a conflict. In any case, at this stage the parties argue their interests and fix their positions.

The emergence of a pre-conflict situation. Conflict of the situation is perceived as the threat of danger to one of the parties to the interaction. The situation can be perceived as pre-conflict and in the case of perception of a threat to certain socially important interests. Moreover, the actions of the opponent are not considered as a potential threat (existing in a problematic situation), but as a direct one. The very feeling of imminent threat contributes to the development of the situation towards the conflict, is the "trigger" of conflict behavior [3, p. 265].

The open period is called conflict interaction or conflict itself. It includes: incident; escalation of the conflict; balanced counteraction; end of the conflict.

An incident is the first clash of the parties, a test of strength, an attempt to use force to solve the problem in their favor. If the resources involved by one of the parties are sufficient to balance the forces in their favor, the conflict may be limited to an incident. Often the conflict develops further as a series of conflict events, incidents. Conflict interactions are able to change, complicate the original structure of the conflict, adding new incentives for further action. This process can be

represented as follows: the transition from negotiation to struggle - the struggle inflames emotions - emotions increase the errors of perception - this leads to an intensification of the struggle and so on. This process is called "escalation of the conflict."

The escalation is a sharp intensification of the struggle of opponents.

Balanced counteraction. The parties continue to oppose, but the intensity of the struggle is declining. The parties are aware that the continuation of the conflict by force does not work, but action to reach an agreement has not yet begun.

Ending the conflict is the transition from conflict resistance to finding a solution to the problem and ending the conflict under any circumstances. The main forms of ending the conflict: resolution, settlement, extinction, elimination or escalation into another conflict (see paragraph 6.6).

The latent (post-conflict) period includes two stages: partial normalization of opponents' relations and full normalization of their relations.

Partial normalization of relations takes place in conditions when the negative emotions manifested in the conflict have not disappeared. The stage is characterized by the experiences of the participants, their understanding of their position. There is a correction of self-esteem, levels of demands, attitude to the partner. Feelings of guilt for their actions in the conflict are exacerbated. Negative attitudes towards each other do not allow you to immediately normalize the relationship.

Complete normalization of relations occurs when the parties realize the importance of further constructive cooperation. This is facilitated by overcoming negative attitudes, productive participation in joint activities, and building trust.

In the conflict we can identify a period characterized by differentiation of the parties [3, p. 266]. The conflict is developing upwards, differences between the parties are intensifying. The confrontation continues until further escalation loses its meaning. From this moment, the integration process begins. The participants begin to strive for an agreement acceptable to both parties.

To prevent conflicts, you need to know the types of typical conflict agents:

threats and orders;

negative and unfounded criticism, remarks and negative assessments;

ridicule;

contemptuous tone, rude attitude;

humiliation, nicknames;

boasting;

irrevocability and categoricalness in judgments and statements;

interrupting others, raising their voices, etc. for self-affirmation by humiliating and devaluing others;

imposing advice;

concealment of important information;

imposing competitive relations;

interrogations that drive "into a corner" or those that cause "guilt";

refusal to negotiate, discussion of a complex problem;

abrupt replacement of the problem;

reassurance by denial;

violation of ethics, etc.

An important means of conflict prevention is, first of all, taking into account the behavior of conflicting individuals, who often suffer from various complexes; individuals dissatisfied with their status in society, in the family, organizations that need constant satisfaction of painful selfishness and the removal of internal tension.

An effective method of conflict prevention and prevention is to avoid conflict types. V. Andreev recommends:

do not seek to dominate anything;

to be principled, but not to fight only for the sake of principles;

remember that straightforwardness is good, but not always;

smile more often (a smile costs little, but is expensive);

remember that traditions are good to some extent;

it is necessary to tell the truth, but it must be done skillfully;

strive to be independent but not self-confident;

do not turn annoyance into annoyance;

do not expect justice for yourself if you yourself are unjust;

do not overestimate their abilities and capabilities;

not to show initiative where it is not needed;

to show kindness;

to show endurance and calmness in any situation;

to realize oneself in creativity, not in conflicts.

An important condition for preventing the emergence and escalation of conflict, according to G. Lozhkin and N. Poviakel, should be to increase psychological culture and psychological education, which will contribute to:

prevention of the use of conflict agents in communication;

self-improvement of the sphere of communication, mastering the culture of communication and behavior;

self-improvement of the personality and deprivation of egocentrism, aggression and tendency to manipulation, increase of self-esteem, respect for oneself and others;

increase stress resistance and the formation of tolerance to frustration, "immunity" to situational and "communal" conflict conflicts;

formation in the individual of awareness and reflection of others (but significant for themselves) and their own conflictogens.

Tips for prevention, prevention of various causes of conflict through awareness of time

"To be human," wrote Victor Frankl, "is to be committed to the meaning that needs to be realized and to the values that need to be realized."

Man is like a clock, the rhythm of his life is cyclical and depends on the movement of the Sun, the phases of the Moon, and many natural phenomena.

There is a new direction of research - chronological biology, which has shown that all human organs, brain, soul, body are subject from birth to death to the "three-stroke cycle".

Three times a day there is an influx and outflow of physical strength. Three times there is fatigue. And a change of mood, whether you like it or not, is subject to count three. Based on this discovery, chronobiologists of the West are working on practical recommendations related to the professional status of man, his life, physiology, recreation. These studies are aimed at preventing human discomfort, to develop a reasonable approach to the prevention of conflict situations of various types.

For example, drivers are not recommended to drive at night from 2 to 4 o'clock in the morning, even if they have previously prepared for the night shift and slept for 8 hours. From 2 to 4 hours a person "stops" his watch. Chronobiologists advise students to prepare lessons from 16.30 to 18.00.

It is desirable to solve all the most important things at work from 10 to 12 in the morning - this is the time when a person's watch is the best "escape" and you can most actively and expediently focus their energy on solving professional problems.

Here are some tips for success, how to choose the time to solve life problems. Respect yourself and listen to yourself.

Time to work. The best performance with the participation of the fingers - between 15-16 hours.

New acquaintances. The most pleasant, "most influential" handshake between people from 9 to 10 o'clock.

When going to the doctor, keep in mind: human skin is best able to absorb injections from 9 o'clock in the morning.

Time for sports. Our muscles are most active at 13.30.

Lunch time. Most gastric juice is excreted at 13 o'clock, even if a person does not eat.

If you want to treat someone to wine, the best time to do so is between 18 and 20 hours, then the liver accepts light alcohol without harm.

It is easy for a person to breathe. The lungs breathe most intensely between 16 and 18 hours.

Best sensitivity. The most complete taste sensations, auditory perception, sense of smell in humans between 17 and 19 hours.

We live and grow. Nails and hair grow most intensively, the skin is renewed between 16 and 18 hours.

The best immunity. The strongest resistance of the body to infection at 22 o'clock.

When we should not be left alone. The most acute person feels loneliness between 20 and 22 hours.

Women, hurry to the beautician from 18 to 20 hours, because the skin at this time is most susceptible to cosmetic care.

"Blind Hours". Drivers see the worst at 2 o'clock at night. Hours of the greatest weakness of man. Very low blood pressure in humans between 4 and 5 o'clock in the morning.

Rules of conflict-free communication

1. Do not use conflict genes, because they activate the conflict field of contradictions.

2. Do not respond to a conflictogen with a conflictogen, because it is a reservoir of conflicts. Psychologists say that in this case increases the strength of conflict. It is better to strive for the need and build good relationships.

3. The ability to perceive the feelings of another person, to understand his thoughts in psychology is called empathy. Therefore, good advice for all would be: "Show sympathy for the interlocutor." After all, some reason led him to you, so be wise. In this case, there is a different state of mind with different thoughts. Psychologists believe that there is a concept opposite to the conflictogen - friendly thoughts about the interlocutor. This includes everything that improves a person's mood: praise, compliment, friendly smile, attention, interest in the individual, compassion, respect for the interlocutor as an equal, and so on.

4. Encourage yourself to benevolent thoughts. This is what psychologists teach. Each of us needs positive emotions, so a person who is a source of friendly thoughts becomes a desirable interlocutor, even when he was somewhat biased.

Rules of conflict-free personal and interpersonal communication

The main tactical moves in the conflict

Conflict experts have derived the following rules:

Try to adequately assess your own behavior in a conflict situation.

Look at the problem situation through the eyes of another person.

Avoid judging other people's actions and statements.

Control your emotions.

Invite another person to discuss controversial issues, even when you can take the initiative.

Consider the possibility of falsification of information during its transmission, etc.