

PSYCHOLOGICAL FOUNDATIONS OF THE MORAL QUALITIES OF A LEADER IN DECISION-MAKING

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Annotation:

This article analyzes the ethnopsychological features of managerial decision-making. The article also describes the leader and his personal responsibility in making decisions.

Key words: personality, management, managerial decisions, decision making, manager, ethnopsychological characteristics.

Management decision is the basis of the leader's activity. Creating the direction, content and form of work of employees of the enterprise, the management decision is formed under the influence of many factors. In particular, it can be affected by the state of affairs at the enterprise, the state and potential of the workforce, staffing, etc. Since the process of making managerial decisions is associated with creativity and originality, it is difficult to study. An important reason is also that many phases of decision-making are, to a greater extent, hidden from direct observation.

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The training program for managers in almost all specialties includes such a subject of the curriculum as "Management Psychology".

The process of formation and implementation of management decisions can be represented as an integral system that has logic and regularity. In this case, we are talking about conscious decisions. Most of the authors of scientific papers consider just such solutions as the subject of research.

Practice shows that a person quite often makes such decisions when the mind is in a stressful state and implements them in life, not fully realizing the structure of the process of such an activity. Since the decision-making process is accompanied by limited rationality of choice, which is a consequence of the insufficient possibility of prompt processing of information, the

implementation of optimal decision alternatives becomes impossible, especially if this fact is supported by the adverse impact of emotional and personal factors.

From the point of view of psychology, the process of making managerial decisions is considered as a volitional act that has a certain result in the form of a formed goal and identified means to achieve it. Such a process can be implemented using traditionally identified mental approaches, including cognitive, emotional, volitional, and motivational. Performing a regulatory function in the manager's psyche, he is identified with the processes of goal-setting, planning, forecasting, etc.

- In the process of developing a managerial decision, the manager consistently carries out a number of psychological operations. In particular, he mentally thinks over alternative solutions, formulates the decision in writing, brings this decision to the employees who are called upon to execute the decision made by the head.

- In the scientific literature, a number of psychological aspects of a managerial decision are distinguished:

- decision as a process from ignorance to knowledge;
- perception of decisions by the performer: it must be psychologically justified and understandable;

- interaction of people involved in the decision-making process (those who prepare the decision, whose interests it affects, and who executes it);

- personal profile of the decision: a set of individual characteristics of the leader;

- program of activities of the performer.

- Each managerial decision is aimed not only at the organization of subordinates, but also at the formation of the psychology of the executors of this decision. The business and personal qualities of a manager are clearly manifested in the process of making a decision.

- Scientists identify a number of psychological conditions that contribute to the implementation of the decision. Firstly, an important condition is the prediction of ways to solve problems and the correlation of these problems with the actual conditions of implementation. Secondly, it is necessary to draw up an informational description of the "terms" that must be taken into account in the process of developing a solution. Thirdly, it is important to involve a group of managers in the formation of a solution, involving them in a brainstorming session.

- Managers who make managerial decisions are divided into two groups: managers with an external decision-making strategy and managers with an internal decision-making strategy. This division is based on the nature of self-assessment by the manager of his own data. A manager with an internal strategy is of the opinion that the effectiveness of a managerial decision predetermines the competence, intelligence, ability and will of the manager. Such a leader is highly active in the formation of information, acts constructively in an extreme situation, and is unshakable under the pressure of outside opinion.

- A manager with an external strategy is convinced that his achievements or failures are due to the influence of external circumstances. These managers are passive, and are of the opinion that the formation of additional information in the field of the decision being made is nothing more than an extra waste of time. If such a manager is pressured from outside, he will abandon his position, in an effort to avoid risk and responsibility.

- Psychological preparation for making a managerial decision forms a concept in which the manager should not allow the extremes that are inherent in the two strategies presented above.
- The adoption of a managerial decision, as a rule, is accompanied by various kinds of objective or psychological errors. The former include an excessive number of decisions made, repetitions of decisions, the contradiction of new decisions to previous goals and objectives, unrealistic deadlines, etc. Psychological errors are primarily associated with the characteristics of a manager:
 - reassessment of the success of the solution;
 - appeal to own experience;
 - the habit of making decisions according to a template, inertia of thinking;
 - underestimation of risks;
 - decision-making based on subjective desire;
 - the desire to prove their case;
 - pressure of failures.

There are five methods, the use of which affects the process of execution of a management decision. Among them is the method:

- 1) "belief" based on clarification, explanation of the task, goodwill;
- 2) "motivation" based on trust, respect, stimulation psychology;
- 3) "exhortation" based on a request, persuasion, promise;
- 4) "coercion" based on an unconditional demand, order, command;
- 5) "coercion" based on official recommendations and instructions.

Depending on the degree of combination of trust and exactingness of the leader, one of the methods presented above is selected. The higher the degree of exactingness, the more categorical the manager's appeal. And vice versa, the higher the level of trust, the less categorical the manager's appeal can be.

An important place in the process of developing joint management decisions is occupied by the "composition effect". These are understood as a stable dependence of the features of the decision-making procedure in a group on the quantitative and qualitative composition of this group.

Scientists have found that the creation of too small and too large groups adversely affects the decisions made by these groups. Groups consisting of four to eight people were recognized as the most effective. Such an optimal value is variable and depends on the structure of the group, its maturity, the competence of its members and the nature of the tasks to be solved.

It was revealed that the degree of productivity of the solution development process falls not only in heterogeneous groups, but also in the most homogeneous groups. When creating the most homogeneous groups, the managerial decisions being made are negatively affected by the lack of the necessary diversity of approaches, opinions, and alternatives. In addition, the homogeneity of the group is a prerequisite for the manifestation of corporate isolation. The action of the "composition" effect ultimately affects such important parameters of joint solutions as the time of their development, quality and efficiency.

In conclusion, we can say that every leader to a certain extent must also be a psychologist, because the correct leadership style, a favorable work environment, and a culture of managerial

work contribute to improving the quality and efficiency of work, and have a decisive influence on the performance of the team. The behavior of the leader, his ability to manage his subordinates, a healthy psychological climate in the team contribute to the growth of labor productivity, the development of the creative initiative of workers and, as a result, give no less production effect than the mechanization and automation of labor. Everyday practice teaches that leaders who have managed to achieve healthy relationships in the team, who have established strong contact and relationships between employees, achieve better results at work. Thus, the decision-making process, being an important element in the management system, has a complex content from a psychological point of view. The specifics of making a managerial decision depends on the use of a particular strategy by the manager. The decision-making process can be controlled if the organizational and psychological mechanism of “launching” and executing the decision is thought out in advance.

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