

PSYCHOLOGICAL ASPECTS OF MAKING AND IMPLEMENTING MANAGEMENT DECISIONS IN THE ACTIVITIES OF A LEADER

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ABSTRACT

In everyday life, every person makes a decision. Managerial decision is one of the central places in the management system.

If we describe the full cycle of management, management activity through functions, then in any of these functions there are two elements: preparation and implementation of the solution.

Keywords: management, psychology, management psychology, decision-making process.

INTRODUCTION

There is no area of human activity that is not carried out by the joint efforts of people. These efforts need to be streamlined, organized, that is, managed. Management forms specific concrete activities and acts as an independent social activity. It has already been said that social research studies management as a social phenomenon. "Psychology of Management", being a branch of general psychology - a science that studies the inner world and spiritual development of a person, tries to determine the boundaries of its subject of study.

It is impossible to define the boundaries of this discipline in one word.

Modern psychology is characterized by the process of differentiation, which gives rise to the division of this science into separate branches, for example: - Psychology of work, the study of psychological characteristics and the development of human labor; - Engineering psychology is devoted to the study of the regularities of the process of influencing a person and modern technologies; - Military psychology - studies human behavior in combat conditions; - Legal psychology - studies the peculiarities of the behavior of participants in criminal proceedings; - And, finally, the psychology of management.

These branches differ from each other, but at the same time they retain a common subject of study - the laws and mechanism of human mental processes. The special role of management psychology is due to the fact that at the turn of the 19th and 20th centuries, profound transformations of society and its various aspects, such as production, economics, and management, shifted the focus of attention from purely economic and production issues to socio-psychological problems: the interaction of society and the individual, the leader and the subordinate, the individual and the group. In the course of studying new problems, it turned out that in addition to formal relations between a manager and a subordinate, informal, so-called interpersonal relations arise, colored by psychological characteristics, personal traits of the manager and employee, and which largely determine the effectiveness of management.

A managerial decision is characterized by four main points: - Variability, the presence of a choice, i.e. the decision-maker should have several options for the decision; - Mindfulness, i.e. meditation should precede the decision, the choice of one option should be conscious; - Focus,

the choice should be focused on one or more goals; - The presence of an action, the choice of a solution must end with an action.

A managerial decision is a response to the occurrence of a problematic situation.

A problem situation is a kind of contradiction between the real, the possible, and the right. The decision is designed to remove these contradictions. Sources of contradictions can be both the external conditions of the organization and the internal environment. A decision is made in a process called the "decision-making process." Several sequential stages of this process are identified: diagnosis and formulation of the problem; identifying, evaluating and analysing alternatives; selection of an alternative; its implementation and fixing. Thus, any managerial decision comes down to choosing one of several options. A. Nazarov, a management psychology researcher from Uzbekistan, directly linked the effectiveness of an organization with the preparation, adoption and implementation of managerial decisions [1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16, 17, 18, 19, 20].

The interest of psychologists in this problem is due to the fact that the decisions made record the entire set of social and psychological relations that arise in the organization. Through them, organizational goals, interests, as well as psychological characteristics of the individual are refracted. The decision-making process is the most complex and psychologically rich type of professional decision-making. The difference between the psychological approach to the study of managerial decisions is due to the fact that the decision-making process is considered in the form in which it actually proceeds. More attention is paid to the decision-maker and their behavior in the group. Socio-psychological research on the decision-making process mainly aims to determine how people actually make choices. The data show that a choice made by a person as a subject of decision-making is a consequence of the interaction of external and internal factors that determine decision-making. External factors include the conditions of the physical and social environment of the manager's activities: the nature of the tasks, the volume and quality of information, the technical equipment and the competence of the personnel.

These factors can create stereotyped actions of the leader: for example, in the choice of a source of information, in the choice of performers, etc. Internal factors include the characteristics and qualities of the leader's personality: individual characteristics, higher nervous activity, a system of skills, habits and knowledge, and experience. There are a number of personality traits that influence the decision-making process. First of all, these are the creative abilities of the individual, his emotional stability, and his propensity to take risks. Or the imperfection of the personal qualities of the leader: poor memory, undeveloped imagination, unmastered logics of thinking, inexperience, etc.

Thus, a managerial decision is a tool of the subject of management, with the help of which the goal is achieved. is set before subordinates, the methods and terms of its implementation are indicated. And the decision-making process, first, occupies a central, hierarchically important place in the management structure; Secondly, it is well represented in management activities and is included at all stages of its implementation, in all situations and at all levels. Thirdly, the decision-making process is characterized by a high degree of complexity, maximum comprehensiveness, specific measures and forms of responsibility; and also exists in individual and group form. Psychological features of the decision-making process. The decision-making process in management is considered in psychology as a stage of a volitional act, the result of

which is the formation of a goal and the means to achieve it. This process is realized on the basis of traditionally distinguished mental processes (cognitive, emotional, volitional, motivational), but at the same time it is not reduced to them. It performs a regulatory function in the structure of the psyche, as well as in the processes of goal-setting, forecasting, planning, etc.). When making a decision, the manager consistently performs psychological operations: he thinks through alternative solutions, writes down the decision in writing, and communicates the decision to the executors.

The following psychological aspects of a managerial decision can be noted: - Decision as a process from ignorance to knowledge; - Personal profile solutions: a set of individual characteristics of the manager; - Interaction of people involved in the decision-making process (those who prepare the decision, whose interests it affects and who implements it); - Perception of decisions by the performer: it must be psychologically grounded and understandable; Performer's program. Any managerial decision not only organizes people, but also shapes the psychology of its executors.

First of all, it is a condition for predicting the way to solve problems and correlating them with the real conditions of implementation. Next, compiling an informational description of the "terms" necessary for decision-making; as well as the ability to operate with knowledge, using professional experience and intuition. The next condition is the involvement of specialists in the development of the solution; as well as the presence of volitional training to overcome the "struggle of motives" in favor of the decision. Differentiate between a leader with an external and internal decision-making strategy. This division is based on the nature of the manager's self-assessment of his data. A manager with an internal strategy believes that the quality of a decision depends on his competence, intelligence, abilities, and will. He is very active in the search for information, acts constructively in extreme situations, and is resistant to the pressure of other people's opinions. People with an extrinsic strategy are convinced that their success or failure depends on external circumstances.

Handing over a managerial decision for execution involves the use of five main methods by which employees execute the decision or not. These methods are: 1. "Inducements" based on trust, respect, and the psychology of stimulation; 2. "Beliefs" based on explanation, explanation of the assignment, business reputation; 3. "Exhortations" based on request, persuasion, promise; 4. "Coercion" on the basis of official recommendations and instructions; 5. "Coercion" based on an unconditional demand, an order, a coercive order.

The choice of one or another method depends on how the trust and the requirements of the manager in relation to the subordinate are combined. The more demanding, the more categorical the manager's appeal. Conversely, the more trust there is, the less categorical the form of the appeal can be.

Thus, the decision-making process, being an important element of the management system, has a psychologically complex psychological content. The specifics of the managerial decision depend on the use of the strategy by the manager. It is possible to manage the decision-making process if you think through the organizational and psychological mechanism of "launching" and executing the decision in advance.

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