



**SOCIO-PSYCHOLOGICAL MECHANISMS OF IMPROVEMENT OF  
DECISION-MAKING IN MANAGERIAL ACTIVITIES**

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<b>A B S T R A C T</b>	<b>KEY WORDS</b>
<p>The article analyzes the scientific and theoretical features of managerial decision-making and socio-psychological factors that influence decision-making. Management decision is the main activity of a manager. Creates the direction, form and content of the work of a team of subordinates. The slightest gaps in management decisions can result in losses both for employees and, ultimately, for society.</p>	<p>Personality, staff, manager, individual personality traits, making decisions, conscious choice, determinism, indeterminism.</p>

Characteristic for making a decision are the activity of the subject and his awareness to a certain extent of his own activity. The specifics of human management will be a constant struggle or conflict of motives. It is his resolution, or leveling, that is reflected in the leader's behavior as a choice of alternatives. At the same time, the potential of leadership abilities, motivational profile, and the ability to take risks are revealed.

The leader's behavior expresses his mental organization and life experience. It is mediated by social attitudes, norms and traditions, relations prevailing in society, which largely determines the content and style of decisions made. The decision-making style has a decisive influence on the formation of norms and traditions, expectations, social attitudes and interpersonal relations in social groups. By the nature of the decisions made, by the ability to resolve problem situations, it is possible to make predictions about a person's ability to work with people, to perform the functions of leadership in general; it is possible to evaluate how the individual steps are carried out in the implementation of the solution, which occur mainly in the acts of communication and organizational relations.

The weight of managerial activity in stressful social and psychological situations is especially significant. Situations of this kind encourage accelerated decision-making when information and time are scarce. If the system is working properly, then decision-making becomes routine and the manager exercises control functions. But there are situations that involve a quick change in decision-making schemes, a search for little-known alternatives. In these situations, the status prescribes the intervention of the manager. Thus, the management is accompanied by high search activity even before the need arises to carry out special professional activities for decision-making.

Every leader, regardless of his field of activity, performs similar actions when solving problems. Most often, they include the following: diagnostics of the problem; formulation of constraints and criteria for decision making; identification of alternatives; the final choice.

The advantage of group decision making is:

in a better understanding of the essence of problems and ways to solve them;  
in a faster and "smoother" implementation of the decisions made in practice;  
in effective interaction, in the establishment of an atmosphere of cooperation;  
in the growth of self-awareness, self-affirmation of team members;  
in the ability to optimally combine the goals of the individual, the group and the organization as a whole. Group decisions also have negative aspects: they open up a fairly wide field for the emergence of mutual misunderstanding, misinformation, group stereotypes, false group solidarity, etc. Thus, the adoption of group decisions in joint management activities is not at all unambiguously optimal.

Some entrepreneurs can make the right decisions quickly and clearly, while other aspiring businessmen periodically experience difficulties in critical difficult situations. This is due not only to the presence or absence of some knowledge, skills and abilities, but also to the personal characteristics of the leaders.

The following psychological factors especially influence decision making:

1. Features of thinking (creativity, logic, speed of thinking, spatial thinking, etc.);
2. Motivation (degree of interest in making certain decisions);
3. Personal characteristics (anxiety, self-esteem, etc.);
4. Business qualities (responsibility, perseverance, independence, sociability, etc.);
5. Values and attitudes underlying priorities and predisposition to specific actions.
6. Ethical principles that the leader adheres to (fairness, honesty, attention to people, etc.)

The role of the human factor is manifested in two aspects: the influence of personal characteristics on the process of developing a managerial decision and personal assessments of an already existing solution.

Personal characteristics include: will, suggestibility, emotionality, temperament, professionalism, experience, responsibility, health, attention characteristics, parameters of thinking, etc. In turn, each person is characterized by the following basic parameters of thinking: depth, breadth, speed and flexibility. Depth characterizes the analytical nature of a person's thinking, his search for cause-and-effect relationships within the analyzed situation. At the same time, a person can abstract from the surrounding elements. Latitude reflects the synthetic nature of thinking, in which a person is able to assess the role of the analyzed situation in the general scenario of activity. The speed is determined by the time it takes to complete the task relative to the average level adopted in the given company. An employee can more quickly understand a situation or come up with an effective solution than others. Flexibility provides a timely and justified transition to new methods of development and implementation of a management decision.

According to V.A. Smirnov, such qualities of a leader as practicality, optimism and pessimism have a great influence on the development of management decisions. The practicality of a manager or a specialist is associated with extensive work experience and the development of stereotyped approaches to the development of management decisions. For example, given the non-obligation of suppliers, such a manager will enter into standby contracts for the supply of the necessary resources for his company. If some supplier does not deliver the goods, then he will supply another. The manager's optimism is based on an overestimated estimate of the capabilities of the personnel, including their own, the

company itself and the clients cooperating with it. In any economic, financial, organizational calculations and assessments there is always a fork (range) of acceptable input data and possible results, i.e. the employee is given the right (delegated authority) to choose the best option in a given range and be responsible for this decision.

Optimism must be supported by high professionalism in management and the technological capabilities of the company. Optimistic leaders are good for the company. They increase the risks of implementing a management decision, both positively and negatively. They selflessly take on risky, but rewarding work for the company and often bring seemingly hopeless projects to a positive result. At the same time, it is necessary to decide how to correlate victories, defeats and stability. The head of the company must determine the measure of optimism or the ratio of such leaders among others.

The manager's pessimism is based on an underestimated estimate of the capabilities of personnel, including their own, the company itself and the clients cooperating with it. The manager believes that the understated option will definitely be implemented, which will bring the company a stable, but small income. This approach can be effective in traditional, little-changing industries. For the head of the company, pessimists are also needed to make informed decisions and balance approaches to management decisions.

Considering the phenomena of the influence of a leader's personal qualities on the process of developing a management decision, one should take into account the varying degrees of stability of individual personal qualities. Among the set of psychological qualities there are unchangeable, weakly changeable and strongly changeable. The unchangeable ones include: temperament, genetically determined reactions and the type of higher nervous activity; to slightly changeable - suggestibility, level of emotionality, nature of attention, propensity to take risks and parameters of thinking; to strongly changeable - will, responsibility, sociability. According to this author, there is a model of a successful leader that provides the maximum opportunity for the successful development and implementation of management decisions. This set includes: sociability, decisiveness, professionalism, openness, curiosity, result orientation, self-confidence and thirteen other characteristics. Common sense dictates that it is impossible to find a person with such a set of so many ideal psychological qualities, which means that among these qualities there are less and more important ones.

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