

## **SPECIFIC ASPECTS OF DECISION-MAKING BY A LEADER IN A SITUATION OF UNCERTAINTY AND STRESS**

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### **ABSTRACT**

*This article reveals the psychological features of making managerial decisions in extreme situations, as well as psychological recommendations for improving the efficiency of the process of making managerial decisions based on the results of ongoing experimental work.*

**Key words:** *personality, personnel, manager, individual personality traits, decision making, managerial decisions, conscious choice, determinism, indeterminism, managerial activity, managerial decision, situation, tense situation, extreme factors, negative functional states*

### **АННОТАЦИЯ**

*В данной статье раскрываются психологические особенности принятия управленческих решений в экстремальных ситуациях, а также психологические рекомендации по повышению эффективности процесса принятия управленческих решений по результатам проводимой экспериментальной работы.*

**Ключевые слова:** *личность, персонал, руководитель, индивидуальные свойства личности, принятие решения, управленческие решения, осознанный выбор, детерминизм, индетерминизм, управленческая деятельность, управленческое решение, ситуация, напряженная ситуация, экстремальные факторы, негативные функциональные состояния*

### **INTRODUCTION**

The quality of the socio-economic transformations currently being carried out in the country largely depends on the solution of large-scale tasks, largely related to the reorganization of the management institution, the creation of favorable conditions for its development, and the rational use of the potential and real capabilities of the

manager. In the practice of management, the public need for managerial personnel, who not only have a high level of professionalism, but also are able to perform tasks in difficult conditions, has become significantly more relevant. A.S. Nazarov studies show that the activities of managers are carried out in psychologically unfavorable conditions [1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16, 17, 18].

Management activity in its content is one of the most complex of many types of professional activity. Unlike performing, managerial activity involves a dynamic beginning, the transformation of something and modification. The manager designs, provides, carries out the setting of performing activities through the adoption of managerial decisions. A managerial decision is the result of thinking, analysis, forecasting, optimization and choosing an alternative from a variety of options for achieving a goal.

### **LITERATURE REVIEW.**

The main methodological task of the psychological analysis of any activity, including management, is to determine its system unit.

This problem was solved in different ways in different schools of Russian psychology. The approach of A. Ya. Antsupov, O. N. Allin, B. Ya. Shvedin involves the use of the situation as a unit of analysis.

The concept of "situation" is a set of circumstances that have developed to a given moment, factors that create a certain environment in which something happens.

The situation acts as the smallest, indivisible, systematically organized part of the activity, in which all its main elements are manifested.

At the same time, the situation should be considered taking into account the properties and characteristics of the one who acts in this situation, and the activity itself.

In domestic psychology, a number of researchers studied difficult, crisis, complex, non-standard, emergency situations (O. N. Allin, A. Ya. Antsupov, M. I. Dyachenko, S. V. Zakharik, P. A. Korchemny, G. D. Lukov, V. A. Ponomarenko, B. Ya. Shvedin, etc.). In these studies, along with other psychological signs, the degree of tension in the mental and physiological capabilities of the subject of activity is highlighted. Therefore, it is legitimate to single out a separate class of stressful situations.

A tense situation is a combination of factors that affect the mental state of the subject and make it difficult for him to perform productive activities under certain conditions. In other words, under the influence of a number of external and internal factors, the subject of activity develops a state of mental tension, which is

characterized by a decrease in the stability of mental and motor functions up to the disintegration of activity.

Tension situations can arise as a result of a threat to an organization, enterprise or personnel. Threats, as noted by M. S. Alyoshnikov and B. N. Rodionov with co-authors, are potentially possible or real actions that can cause moral, material or physical damage. Threats can be directed directly at the personnel (or management), material resources of the enterprise, finances and information. In this case, the existing threats can also be considered as extreme factors.

As a rule, the action of extreme factors leads to the emergence of negative mental states in the subjects of labor, which adversely affect the regulation of activity and reduce its efficiency and reliability. At the same time, the worker does not even realize that the regulation of activity is changing and its quality is decreasing. Negative mental states are perceived as negative emotions and unpleasant somatic sensations. In most cases, compensation for the negative impact of negative functional states is carried out by the subjects of labor due to volitional efforts with the connection of reserve capabilities.

The most significant characteristics of extreme situations are the suddenness of their occurrence and the uncontrollability of the flow on the part of a person. These features predetermine the need to separate the concepts of "extreme situations" and "activities in extreme situations". Extreme situations in certain professions (associated with a risk to life) are the conditions of professional activity. Management activity is characterized by the occurrence of extreme situations that are not a constant background.

Summarizing studies and publications on the problem of managerial activity under the influence of extreme factors (A. A. Belyaev, K. N. Varlamov, etc.) allows us to give the following definition: extreme situations in managerial activity (or extreme managerial situations) from a psychological point of view are a set of circumstances that act as urgent problems associated with the action of various extreme factors and requiring prompt resolution.

According to V. A. Ponomarenko and N. D. Zavalova, extreme situations as managerial problems can be of the following types:

- conflicts of various levels and content; – lack of information about the extreme factor;
- lack of time to change the situation;
- situations that combine the lack of time and information;
- certain situations that place increased demands on the subjects of activity that go beyond the boundaries of their functional capabilities;

- danger.

Extreme situations in managerial activity, in addition to changing the state of the object and the emergence of new problems in connection with this, cause negative functional states in the subject of managerial activity that affect the regulation of activity and reduce its effectiveness.

As a result, the activity of a manager in extreme managerial situations becomes complexly combined, that is, pursuing different, albeit coordinated, goals. This significantly complicates the very activity of the leader, makes it more intense, increases its psycho-physiological "price". The "price" of an activity is the contingent fee that a person pays in order to achieve a certain level of performance, or reliability of an activity. The higher the "price" of activity, the faster and more functional reserves of the body are spent, providing adequate physiological and behavioral responses.

As a result of such management, in addition to solving the main management tasks, compensation or elimination of existing extreme factors, as well as the problems generated by them that require prompt resolution, is carried out. In addition, activities aimed at maintaining an optimal functional state are carried out.

These factors also contribute to the emergence of stress, increase fears, reduce self-esteem. E. G. Moll described the objective prerequisites for "managerial regression", which is understood as gradual, continuous, irreversible changes that may be associated with the characteristics of managerial activity.

In psychological terms, the described problem field, which arises as a result of the action of extreme factors that act as optimal conditions for decision-making, makes special demands on managers.

First of all, they relate to their professionalism, reserve capabilities, which allowed them to work effectively in difficult situations. This is the ability to anticipate the occurrence of extreme situations, knowledge of their content, the formation of their reserve capabilities.

American psychologists V. Vroom and F. Jetten identify six main factors that influence the behavior of a manager when making decisions:

1. Individual psychological characteristics of the leader's personality (temperament, character, abilities), life experience, value orientations.

2. The property of the solution itself, in particular, the degree of structuring of the problem.

3. Individual restrictions. There are situations when the manager needs additional information, which, if the employees of the organization do not own it,

needs to be obtained on the side. The manager must decide how much information he needs and whether it is worth receiving.

4. Decision-making environment, i.e. whether the decision is made under conditions of certainty, risk or uncertainty. The timing of the decision is also important.

5. Interconnectedness of decisions. In an organization, all decisions are interconnected in some way. Making a single important decision may require hundreds of small decisions to be made. Big decisions have big consequences.

6. The attitude of subordinates to the decisions made. What matters here is the degree of preparation of the team, the degree of its professional maturity, the socio-psychological climate, the motivation of subordinates, the likelihood of disagreements regarding the proposed solution.

### **DISCUSSION.**

Thus, the most important quality of a person, which ensures the adoption of effective managerial decisions in extreme situations, is psychological stability. Psychological resilience includes:

- balance (the ability to maintain the level of tension without leading to destructive stress);

- stability (a constant level of mood), resilience (the ability to withstand difficulties, maintain faith in situations of frustration);

- resilience (the ability to maintain freedom of behavior and lifestyle, freedom from addiction). Thus, the optimal conditions for making effective management decisions include:

- high functional reserves of the subject's body;

- mental stability;

- professionalism;

- high level of intelligence;

- volitional qualities;

- the ability to make non-standard, non-standard, creative decisions;

- the ability to organize work to compensate for extreme situations;

- The ability to influence people. The described conditions pose a specific applied problem.

- ensuring the psychological stability of activities in tense management situations and the formation of the psychological readiness of the subject of labor.

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