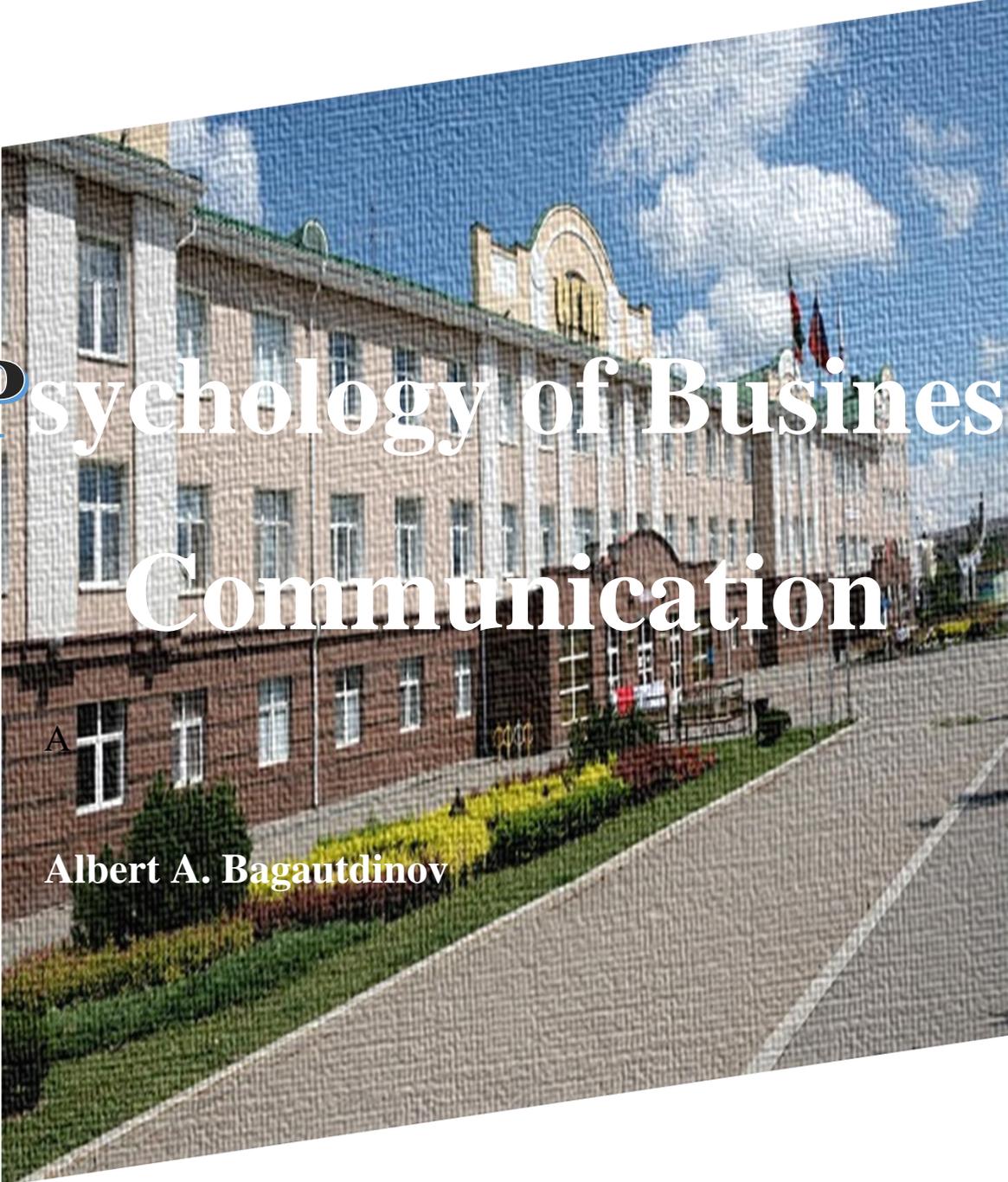


Higher Oil and Gas School

ALMETYEVSK STATE OIL INSTITUTE



Psychology of Business
Communication

A

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THE MINISTRY OF EDUCATION AND SCIENCE OF THE REPUBLIC OF TATARSTAN
State-Funded Educational Institution of Higher Education
“Almetyevsk State Oil Institute”



PSYCHOLOGY OF BUSINESS COMMUNICATION

**ADVANCED STUDENTS
COURSEBOOK**

Albert A. Bagautdinov

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Introduction

Psychology of Business Communication Course Programme

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Course Description

This course offers a survey of major concepts, basic mechanisms and patterns of communication, methods and means of effective interaction of people necessary to solve problems within the professional and scientific-pedagogical activities of future masters. The course in English is designed for graduate students Petroleum Engineering specialty. Methodologically, this course is rooted in the rational choice tradition, but it also incorporates other perspectives. Empirically, most topics will be discussed in the context of European Culture mentality. The objective is to acquaint you with the seminal ideas and to help you identify research opportunities and/or narrow down your dissertation direction.

Course Requirements and Evaluation

Grading will be based on class participation, at least one review essay, and one research proposal.

1. Class participation: Presentations at seminars for each topic will be divided between class members as evenly as possible. Each student will write a 2-page intellectual reaction paper for the reading s/he chooses, and the reaction paper should be organized in the following format:
 - a. A three-sentence summary of the reading.
 - b. A short description of the dependent variable, and the key independent variable(s) (specifically, discuss the theoretical concepts these variables represent and empirically how they are operationalized), and the causal mechanism that tie them together.
 - c. The relevance to the weekly theme and/or to the literature in general.
 - d. One (or more) innovative testable hypothesis from the weekly readings. This is the focus of our class discussion, and how a new potential research project starts. Please be creative and ambitious. Borrowing insights from Buffett - be sceptical when others are certain and be certain when others are sceptical. The natural starting point is to extend some of the arguments from the readings. For instance:

- i. Why the argument/findings may not hold or are simply wrong and what are your proposed answers or
- ii. Why the results should be driven by alternative causal mechanisms instead of the ones proposed in the readings, or
- iii. What are other theoretical consequences or further implications that have not been adequately explored?

Keep in mind that you need to demonstrate the significance of your new hypothesis. Always ask yourself if you contribute something new or you are simply replicating something trivial. You should also discuss what kind of empirical strategy or research design you can employ to substantiate your own argument. **Your reaction paper should be sent to everyone no later than 12 PM on the Saturday after each Friday class.** Everyone is expected to read all of the background and required readings before class and participate actively in the class. Late submission will be discarded.

2. Review essays (5-page; due on May 31): Students should select and write a review for each of the course's topics. This sort of their work should be an academically organized text is a think piece that critically assesses the readings. Specifically, you will have to:

- a. Identify its central research question and/or key puzzle
- b. Summarize the causal propositions
- c. Critically evaluate the theoretical and empirical strengths and weaknesses.
 - i. Are the assumptions and the logic behind them reasonable?
 - ii. Are the key theoretical propositions coherently organized and logically persuasive?
 - iii. Are the methods appropriately employed in answering the research questions?
 - iv. Does the evidence fully support the conclusions?
- d. Discuss potential directions for future research.

3. The research proposal: you should develop a promising research agenda that can be pursued after the class. In your research proposal, you should:

- a. State your question of inquiry. (What is it that you want to solve?)
- b. Review the current literature, and explain why, despite the extant literature, there is still something that needs to be done. (Why is your question interesting? What is your contribution?) Alternatively, you can identify (and seek to solve) an empirical puzzle that no one has ever successfully explained.
- c. Propose your theory, elaborate the logic behind it, and restate your proposition in a falsifiable form. (What is your solution?)
- d. Discuss how you plan to test your hypothesis and, at a minimum, present some preliminary empirical evidence.

In your research proposal, it is crucial that the logical connections are stated clearly and coherently. The bar for the research proposal is to be presented at a national level conference once expanded into a complete research paper in the near future. For detailed instructions regarding how to write a class paper, read "How to Write a Publishable (Class) Paper" by Gary King. The first draft of the research proposal is due on May 31. Please submit one electronic copy to me. Your drafts will be exchanged

and commented on by your fellow classmates. In the last class, you will make a short, conference-like, presentation. You will receive comments from me, the discussants (assigned by me, and the discussant will be evaluated based on how helpful s/he is), and your classmates as a whole. After receiving comments, you will have to revise and resubmit the final version, together with a memo summarizing how you responded (or why you choose not to respond) to the comments.

Suggested Sources

www.iprbookshop.ru, elibrary.ru or some other electronic library system, sites or simply academic texts available.

Schedule

The reading might be modified as our interests evolve.

Course Schedule

№	Course Topics	semester	Types and Hours of Classroom Work, their Labour Intensity (in hours)		Student's Independent Work
			Lectures	Practical	
1.	Topic 1. Introduction to the Psychology of Business Communication.	2	2	6	12
2.	Topic 2. Psychology of Personality	2	2	6	12
3.	Topic 3. Individual Psychological Differences in Business Communication	2	4	8	12
4.	Topic 4. Means and Forms of Business Communication	2	4	8	12
5.	Topic 5. Problems of the Effectiveness of Professional and Business Communication. Barriers and Conflicts in Business communication.	2	4	8	10
Total in the Course			16	34	58

Introduction to the Psychology of Business Communication.

1. *Communication as a psychosocial phenomenon and business communication as part of it.*
2. *Object, subject and purpose of business communication.*
3. *Methods and functions of business communication.*

1. Communication is a multifaceted communicative and informational interaction of people, a complex and multifaceted process. The phenomenon of communication (communication) is an object of study in various sciences - primarily psychology, sociology, linguistics, since communication as a special form of human activity presupposes that communication participants (communicants) exchange various kinds of information (intellectual, emotional) if they have mental contact.

There are various psychological concepts of communication, considering it as:

- a means of transmitting information;
- activity (B.G. Ananiev, A.N. Leontiev);
- a specific form of interaction (BF Lomov);
- a way of knowing another person (A.A. Bodalev, V.N. Myasishchev, etc.);
- condition of vital activity (A.A. Bodalev);
- way of transferring cultural and social experience (A.A. Leotiev and others);
- method of influence (V.M. Bekhterev, E.L. Dotsenko, A.Yu. Panasyuk and others);
- a means of revealing the subjective world of a person (G.M. Andreeva and others).

As the subjects of communication, as can be seen from the above, both an individual and a group can act.

Any common cause involves communication and interaction of participants as a necessary means of ensuring its effectiveness. Activity can neither arise nor be carried out without intense communication.

The content of communication is information that is transmitted from one living being to another in interindividual contacts.

The purpose of communication is a means of satisfying social, cultural, creative, cognitive, aesthetic and many other needs.

Means of communication are ways of encoding, transmitting, processing and decoding information that is transmitted in the process of communication from one creature to another.

Communication process (communication).

1) the act of communication, communication, in which the communicants themselves participate, communicating.

2) action (communication) (talking, gesturing, listening).

3) a communication channel (visual-verbal, auditory-verbal, motor-tactile).

Communication structure. Includes three interrelated aspects: communicative, interactive and perceptual.

Business communication aimed at harmonizing and uniting the efforts of people in order to build relationships and achieve a common result; when they take into account the peculiarities of the personality, character, age, mood of the interlocutor, but the interests of the case are more significant than possible personal differences.

The specificity of business communication is due to the fact that it arises on the basis of and in relation to a certain type of activity. At the same time, the parties to business communication act in official statuses that determine the necessary standards (including ethical) of people's behavior.

2. The subject of business communication is the study of socio-psychological, value and organizational and technical problems of communication between people in professional and entrepreneurial activities.

The object of business communication is actually existing business practice in all the variety of business relationships and relationships.

In objective reality, business relations are always closely related to various types of professional, objective activities of people, and their implementation occurs in the form of communicative and interactive connections.

Features of business communication are that:

- a partner in business communication always acts as a person who is significant for the subject;

- communicating people are distinguished by good mutual understanding in matters of business; - the main task of business communication is productive cooperation.

The purpose of business communication is the organization and optimization of a certain type of joint substantive activity.

In addition to the general purpose of business communication, it is possible to single out personal goals implemented by the participants in the communication:

- striving for personal safety in the process of social activities, which often manifests itself in avoiding responsibility;

- striving to improve their living standards;

- striving for power, ie. the desire to expand the scope of their powers, move up the career ladder, get rid of the burden of hierarchical control;

- the desire to increase their prestige, which is often combined with the desire to strengthen the prestige of the position held and the organization itself.

In order for the goal of business communication to be successfully realized, in modern psychological science, the main ethical and psychological principles of business communication are distinguished, which include:

1) the principle of cooperativeness - "your contribution should be such as the direction of the conversation jointly adopted requires";

2) the principle of sufficiency of information - "say no more and no less than is required at the moment";

3) the principle of information quality - "don't lie";

4) the principle of expediency - "do not deviate from the topic, be able to find a solution";

5) "express the thought clearly and convincingly for the interlocutor";

6) "be able to listen and understand the right thought";

7) "be able to take into account the individual characteristics of the interlocutor for the sake of the interests of the case."

3. Methods of business communication. The main means of building a theory of business communication are its methods. They include various ways, techniques of cognition, description and research of business situations, interpersonal relationships, interactive connections that arise in business communication. Methods of business communication not only reveal the essence and characteristics of business relations, but also contribute to the development of practical recommendations aimed at increasing the efficiency of business interaction.

Methods of business communication are techniques and methods of cognition and research of business situations and those interpersonal relationships that are formed between business partners.

Due to the complexity and multidimensionality of the very subject of business communication, in the construction of the theory of business communication, as a rule, not one, but several methods are used, their combination, which allows a comprehensive study of the content and structure of communication in professional and entrepreneurial activities.

One of the generally accepted traditional methods of business communication is the observation method. This is a way of studying business communication, through which its phenomena are investigated in those connections and relationships in which they are formed directly in business practice itself. There are usually three types of observations that are most commonly used: free, standardized, and included.

Free observation, as a rule, is not limited, all manifestations and features of business communication are recorded.

Standardized surveillance is always clearly limited to predefined surveillance parameters. For example, social stereotypes are recorded in the behavior of business partners or their psycho-emotional states, attitudes, value orientations.

Business communication functions

- epistemological function, which consists in the fact that the science of "business communication" contributes to the knowledge of verbal and non-verbal means of business communication, its communicative forms and techniques, as well as socio-psychological mechanisms of interpersonal communication in professional and entrepreneurial activities;

- instrumental and translational function, which manifests itself in the development of various methods and techniques for receiving, transmitting and interpreting business information in order to implement any specific action, intention, decision.

- the function of socialization, which contributes to the formation and development of social and psychological mechanisms of mutual understanding and interpersonal cognition in business partners, a system of cognitive orientation and behavioral stereotypes.

- a predictive function, which manifests itself in predicting the dynamics of business situations, predicting the effectiveness of using various communication techniques and techniques in them, in assessing the effectiveness of possible forms of business interaction (development of practical recommendations for business interaction and business communication).

- an axiological function, which manifests itself in the assertion in business relations of the universal ethical principles of business communication, value orientations and attitudes, professionally oriented business etiquette dominating among business partners.

All the considered functions are interrelated and appear in various combinations and combinations.

Topics for discussion

1. *Subject, tasks and basic concepts of communication psychology.*
2. *Classifications of communication.*
3. *Theories of interpersonal communication.*
4. *Objectives, content and means of communication.*
5. *Factors affecting the success of verbal communication.*
6. *The problem of communication in the Humanities.*
7. *Forms and types of speech communication.*
8. *Various approaches to the concept of "communication".*
9. *The constituent elements of the category of communication.*
10. *Communication functions.*
11. *Psychological mechanisms of social perception.*
12. *Errors and effects when constructing the image of another.*
13. *The phenomenon of attraction in communication.*
14. *Techniques and rules for building an accurate image of a communication partner.*

Psychology of Personality

1. Individual, personality, subject individuality concepts psychological analysis.
2. Driving forces of personality development.
3. Personal development in the process of socialization.
4. Psychological structure of personality.

1. The problem of personality is one of the central ones in contemporary psychology. With all this, at the moment there is no single generally accepted definition of personality. Turning to most theoretical studies, one can find that personality is understood either as a general idea of individual differences, or as a hypothetical structure, or as a developmental process throughout life.

Personality theories differ depending on the concepts used to describe its structure, concepts of motivation that focus on dynamic, changing characteristics of human behavior, and concepts of personality development, exploring the motivational aspects of its functioning throughout life.

Personality psychology is a relatively young area of research. Only in the last 70 years (with a few exceptions) clear and viable directions have emerged within its framework.

The essential characteristics of the personality and its main features are determined by:

1) the content of a person's worldview, his psychological essence. A person's worldview is a system of beliefs, scientific views on nature, society, human relations that have developed in him, which became his inner content and were deposited in his consciousness in the form of certain life goals and interests, relationships. Socio-psychological essence the worldview of the individual is manifested in the specific influence of her individual and social qualities on behavior, actions and deeds;

2) the degree of integrity of the worldview and beliefs, the absence or presence of contradictions in them, reflecting the opposing interests of various social groups. The integrity of the worldview is violated if a person is guided or is under the influence of conflicting interests, the bearer of which she suddenly turns out to be due to various kinds of social circumstances;

3) the degree of a person's awareness of his place in society. It often happens that a person cannot find his place in society for too long, due to various kinds of circumstances, which does not allow his worldview to finally take shape and effectively manifest itself;

4) the content and nature of needs and interests, stability and ease of their switchability. Being quite changeable, the needs and interests of the individual greatly limit the person's worldview;

5) the specifics of the ratio and manifestation of various personal qualities. The personality is so multifaceted in its individual psychological manifestations that the

correlation of its various qualities can affect both the manifestations of the worldview and the behavior.

Understanding the problem of personality is closely related to the understanding of such categories as man, individual, individuality, subject, subjectivity.

Man is a species concept and includes two interconnected systems: biological and mental, spiritual.

An individual is a separate, concretely taken person.

Individuality is usually viewed as a set of physiological and mental characteristics of a particular person, which characterize his uniqueness.

The subject is a person in the aggregate of such mental characteristics that allow him to carry out goal-setting and actions, deeds, activities and behavior in general that correspond to the goals.

Subjectivity is a person's ability to set goals in one way or another and to act in accordance with the set goals. These goals can be situational, in the interests of solving problems of current affairs and of a more distant nature: for one or another segment of life or for the whole life.

In Russian psychology, a person is understood as a complex, systemic, multilevel, hierarchically organized, diverse, poly-meaningful, in vivo, formed mental education of a person, in which he acts not only as an object and product, the result of pedagogical and other influences, but also as a conscious subject of cognition. and active transformation of reality.

Personality is a specific person in the aggregate of those spiritual, mental characteristics, qualities that characterize him as an object (product, result) of social (and other) development and as a subject of transforming reality on the basis of its knowledge and attitude to it. Personality is a concrete person as a bearer of consciousness (K.K. Platonov) and self-awareness.

Personality consciousness has a socio-historical character. Self-awareness is the highest level of development of human consciousness, the basis for the formation of his mental activity and the independence of the individual in his judgments, assessments, relationships, actions and deeds. As a person forms and develops consciousness, awareness and understanding of the meaning of the surrounding reality, himself in the real world, the meaning of his existence, the personality is formed and develops.

A person is not born a person, he becomes one.

2. The leading role in the formation of personality is played by social circumstances, which include, first of all, the following:

- macrosocial environment - the social system, state structure, features of the ideological and other impact on them of the media, propaganda, agitation, socio-political, ethnic, religious situation in society, place, weight, role of the country in the systems of international relations and relations, etc...;
- microsocal environment is the environment of direct contact of a person: family, friendly company, school class, student group, production, labor collective, other situational and relatively long-term relationships of a person with the social environment;

- upbringing is a specially organized process of the formation and development of a person, first of all, his spiritual sphere; activity - a game, educational, industrial and labor, scientific.
- social interaction in all its diversity, and above all communication with other people.

The mental (and biological also) development of a person is also influenced by the artificial environment of his habitat, modern technology, technologies for its production and operation, use, by-products of modern industries, the information and technical environment that is created by modern radio, television and other technical devices.

Along with social circumstances, an exceptionally large role in the formation and development of the personality, the psyche as a whole, its individual functions is played by the biological factor, the physiological characteristics of a person, and primarily the features of general and specific types of GNI, the peculiarity of the morphology of the brain, the development of its individual functional structures, the presence of certain disorders, abnormalities in the work of the brain, its departments.

A person's mental development is also affected by the peculiarity of the functioning of his individual physiological systems, the state of the organism as a whole. The links between the mental development of a person and the state of his body are ambiguous.

Human mental development also depends on natural factors: climatic, geographical, geophysical, space and other conditions of human life and activities.

One of the least studied and more and more attracting the attention of researchers of the factors of the formation and development of personality is the noosphere as a special state of the information and energy environment of the Earth.

She herself plays a special role in the formation and development of the personality, its individual spheres and functional structures, as one of the most important conditions for the manifestation of all external and internal influences on a person. At the same time, the more developed a personality, its main regulatory structures (value systems, needs, interests, goals, level and nature of self-esteem, skills, attitudes, etc.), the more noticeable role it plays in correcting the characteristics of influence on her factors of formation and development.

Thus, the social environment, cultural factors, and the totality of their influences play a decisive role in the formation of personal structures in a person.

3. Socialization of an individual is the process of mastering social and socio-psychological norms, rules, functions, values, social experience in general by a person. This is a continuous process of the formation and development of the personality through the development of material and spiritual culture, social and personal relations by a person, characteristic of the specific conditions of his life and activity.

The process of socialization of a person has two interrelated aspects. On the one hand, a person appropriates social experience, its internalization, the subjectivation of objectivity takes place. On the other hand, the individuality of a person is manifested, exteriorization and objectification of subjectivity are carried out in his deeds, actions, in their results.

The personality is formed and develops under the influence of the totality of all factors and circumstances of her life and activity, as well as with her direct participation in this. It is in the process of socialization that a person develops appropriate attitudes to social facts and, in general, to the world around him, selectivity in the perception and assessment of facts and events, subjectivity develops: a person begins to actively interact with the environment, to express himself, his spiritual and physical potential.

In the process of socialization, a person masters social experience, begins to understand the meaning of the world around him, he becomes aware of himself in it: systems of semantic formations of the personality are formed. This process begins in the family and then continues and grows in preschool childcare institutions, schools, universities, at work, through the media, and self-education.

As he becomes aware of the surrounding reality, himself, the meaning of life and his existence, a person begins to see, understand and personal meaning, the personal significance of certain aspects, facts, events, processes in this reality. Objects and phenomena of objective reality, associated with human needs and serving their satisfaction at the moment or in the future, become significant for him, acquire personal meaning, personal significance, value. Personal values are the reflection and imprinting in the human psyche of certain aspects of objects and phenomena of the world around him, which serve to satisfy the needs of the individual, find an emotional response in it and, thus, acquire this or that personal meaning.

The system of value formations of a person is mental structures that are more complex in comparison with semantic constructs. Along with understanding the meaning of the social, natural and technical environment of a person's life, they also contain his relations, value judgments, and need-determined positions. At the same time, certain external events, circumstances can have for a person situationally, for a short time, or constantly and for a long time, both positive and negative meaning, both positive and negative personal meaning: good-evil, beautifully ugly, good-bad, useful-harmful, sublime, base, need-not, etc.

As the personality develops, a person more and more ceases to be a passive product of social and other circumstances and becomes a subject of activity.

At the same time, the more subjectivity in a person, the more personal there is in him. Subjectivity is one of the attributive characteristics of a person. Activity is another attributive characteristic of personality. Personality is not a passive product of social and other circumstances. The activity of a person is expressed in the relationship of a person to what he does and what happens to him, in the life position that he occupies, in the goals and motives of his behavior and activities, methods of action.

There are reasons to assert that a personality is characterized not so much by what it has acquired from society, the bearer of what social qualities it has become, but by a measure of the comprehensive manifestation of its essence, its capabilities in specific conditions of life and activity.

4. The psychological structure of a person is an integral systemic formation, a set of socially significant properties, qualities, positions, relationships, algorithms of actions and deeds of a person that have developed during his lifetime and determine his behavior and activities.

The following sides, spheres are also distinguished in the personality: intellectual and cognitive, emotional, volitional, need-motivational, psychomotor. The central place in the psychological structure of the personality is occupied by the need-motivational sphere and orientation.

In psychology, there are other approaches to considering the structure personality both among domestic psychologists (K.K. Platonov, A.G. Kovalev, etc.) and representatives of foreign psychological schools (Z. Freud, E. Fromm, E. Bern, A. Maslow, K. Rogers and etc.), These approaches are well represented in the relevant psychological literature.

Developed by K.K. Platonov structure of personality, which includes four substructures, as well as a system of general and special abilities of the individual. K.K. Platonov identified the following basic substructures of personality:

- orientation of the personality;
- experience (professional, artistic, behavioral, etc.);
- individual characteristics of mental processes (cognitive, emotional, volitional);
- biologically determined (temperament and pathological changes in personality).

Topics for discussion

1. Structure and various methodological approaches of personality's scientific study.
2. Personality, its relationships, attitudes and semantic sphere.
3. Worldview and beliefs of the individual as psychological categories.
4. Volitional regulation of personality activity and its semantic nature.
5. Psychological components of personality formation.
6. Social situation and its role in personality development.
7. Criteria and driving forces of the formation and development of personality.
8. The concepts of personality norms and pathology.
9. Periodization of the development of the individual, personality and individuality.
10. Individual properties of a person and their role in personality development.
11. Socialization of personality.
12. Sociotypic behavior of the individual and its supraconscious manifestations.
13. Character: education and self-education, national and social character.
14. Sociogenetic origins of personality development.
15. Dynamics of personality.
16. Multidimensionality of personality as the basis of theoretical and methodological pluralism in personology.
17. Psychoanalytic direction: basic concepts and principles.
18. Psychoanalytic and social direction (E. Erickson, A. Adler, E. Fromm, K. Horney).
19. Theories of the behavioral direction (B.F. Skinner, A. Banura, D. Rotter).
20. Theories of the humanistic direction (A. Maslow, K. Rogers).
21. Existential theories of personality (Philosophy M. Heidegger, existential psychology L. Binswanger, M. Boss).

22. Dispositional personality theories (Dispositional theory of personality by G. Allport, Structural theory of personality by R. Cattell, Theory of personality types by G. Aysenck).

23. Personality in the light of the activity approach (SL Rubinstein, AN Leontiev).

Individual Psychological Differences in Business Communication

1. The role of individual characteristics in communication
2. Psychotypical characteristics of business partners.
3. Character and its accentuation.
4. Will.
5. Abilities as an important condition for success in professional activity.
6. Emotions and feelings.
7. Role behavior and environment.
8. Image and its components.

1. We are not alike, we think in different ways, we perceive life circumstances in different ways, we have different attitudes towards the subject of communication and the information we receive from him. Analyzing this complex process of human cognition by man through communication, one of the largest Russian psychologists S.L. Rubinshtein wrote: "In everyday life, communicating with people, we orient ourselves in their behavior, since we seem to "read" it, that is, we decipher the meaning of its external data and reveal the meaning of the resulting text in a context that has its own internal psychological plan. "

The psychological characteristics of business partners are the most important components of their psyche that determine their relationship to each other and to the business situation. The manifestation of psychological characteristics in business communication has a significant impact on all phases of business communication: perceptual, cognitive, affective, information-communicative and interactive.

The most important psychological characteristics of the personality of business partners include: abilities, intelligence, emotions, temperament, character, volitional qualities, motivation, social attitudes.

In modern psychology, abilities are defined as those individual psychological characteristics that ensure the success of the performance of any activity. On the basis of inclinations and under the influence of factors of the socio-cultural environment, the whole complex of individual abilities of the individual is formed. The most important condition for the development of abilities is the variety of activities in which a person is involved throughout his life.

The abilities of a person always exist in constant dynamics and development, if any ability does not develop, it is lost over time. Therefore, constant exercise and action is necessary to maintain and develop abilities.

The role of ability in business communication is determined by the type of professional activity of the business partner. If this or that ability is in demand by this type of professional activity, it will receive the fullest development in it.

Communication skills are of particular importance for business communication. They allow you to successfully solve the problems of interpersonal communication, perceive all the nuances and details of this communication, predict your own behavior

and the behavior of business partners. Communication skills include clear and accurate speech of a business partner, which is targeted at a specific subject of communication.

Communication skills also imply that a business partner has such a positive type of perception and assessment of subjects of communication, which creates opportunities for establishing effective business relationships with them even in crisis business situations.

Thus, the business communication of partners, if they have communication skills, will most closely correspond to the willingness of business partners to cooperate; positive psychological attitude towards mutual understanding; openness and truthfulness in the exchange of information.

Emotions of business partners. Any manifestation of activity of business partners is accompanied by emotions. Emotions belong to a special type of psychological phenomena that characterize such mental processes and states of the individual, which are reflected in the form of direct experiences of the person of the significance of influencing external factors and situations. Emotions are one of the main regulators of the mental state of a person, her activities and interpersonal communication. The main function of emotions in business communication is that it regulates the internal mental states of business partners, their interpersonal relationships. Through emotion, business partners can perceive, evaluate, and understand each other's mental states.

The most important feature of emotions is that they are able to anticipate the dynamics of business situations, relying on the actualization of ideas about its likely changes. The formed "emotional language" of business partners is externally manifested in a change in their psychomotor skills and expressiveness. More pronounced expressiveness is transmitted among business partners through gestures, facial expressions, pantomime and expressive speech.

However, the absence of external manifestations of emotions in a business partner does not mean that he is not experiencing emotional distress. They can carefully hide behind the mask of external calmness, indifference, equanimity.

Emotions not only regulate, but also control the behavior of business partners, serve as a way of their self-actualization. A. Maslow believed that such positive emotions as happiness, joy, inner peace are important for self-actualization of a personality.

Emotions in business communication also perform an important compensatory function. They can manifest themselves in the so-called "emotional release", when positive emotions somewhat reduce the tough and uncompromising nature of the intellectually tense business situation.

Psychological studies have shown that there is a definite relationship between the level of emotional activity and the success of business partners. Weakly intense emotions do not provide sufficient dynamics of activity, and too strong ones disorganize it and make the business situation unmanageable. There is a certain average optimal level of emotional activity, characteristic for each of the business partners, which ensures the success of their activities in a variety of business situations.

The highest product of the development of emotions is feelings. They are more stable and durable. The whole diverse spectrum of human feelings is manifested in business communication. The moral principle in the interpersonal communication of

business partners is inextricably linked with a sense of conscience. It reflects the moral obligations of business partners to each other.

Any deception, dishonesty in business relations can bring only temporary reward, and bad faith when concluding a deal turns against the dishonest ones themselves, because people stop dealing with them. Feelings of business partners such as a sense of justice, responsibility, duty, and patriotism also have an enduring value in business practice. They largely regulate both psychological tension and the emotionality of relationships and can lead to the strengthening of interpersonal relationships.

In modern Russian business culture, the violation of the sense of justice in the interpersonal relationships of business partners often becomes a daily norm. The formula for success of Russian entrepreneurs both domestically and abroad should include the creation of a civilized image of the company they represent, as well as the creation of an attractive design of the external interior of the business situation. Taking into account all these components makes it possible to form a kind of "aesthetic field" of business communication, in which business partners will feel comfortable and cozy.

A sense of humor also contributes to the creation of a positive psycho-emotional background of communication in business situations. In some business partners, it may be inherited, while in others it may be acquired in the process of socio-cultural development. The activation of a sense of humor, which combines funny and kind, reduces anxiety, anxiety of business partners, relaxes the tension of their psychomotor sphere and helps to resolve interpersonal conflicts.

The problem of regulating the emotional stress of business partners is associated with the development of the concept of "emotional intelligence" - the ability of a business partner to manage their own emotions and the emotions of other subjects of communication in interpersonal business relationships with a business partner with emotional intelligence, to communicate easily even in uncertain and extreme business situations.

2. From the point of view of individual psychological data, typification is possible based on the physical constitution, the characteristics of the nervous system (Krechmer, Sheldon, Pavlov). This includes a fairly popular division into asthenics, pickwicks and athletes, sanguine (strong, balanced, mobile), choleric (strong, unbalanced), phlegmatic (strong, balanced, inert) and melancholic (weak, unbalanced, inert); the division developed by Jung into extroverts (inclined to communication, oriented outward) and introverts (not inclined to communication, oriented inward); Heimans typology - Le Senna (eight types of personalities, differing in emotionality, activity, impressionability), etc.

Of the above-mentioned personality psychotypes, the division by temperament is best known, which means a certain ratio of the degree of emotional stability and orientation either towards oneself or towards the outside world, towards others.

Temperament determines the pace and rhythm of the mental processes of a business partner, the degree of stability of his feelings, the intensity of his volitional efforts. Temperament properties are among the most stable and long-term individual characteristics of a business partner.

Temperament in itself does not predetermine the social and moral values of a person as a person. Thus, individuals with different temperaments can have the same social and moral value, and, conversely, individuals with the same temperament can differ sharply in their social and moral qualities. However, the personality traits, the formation of its individual traits, largely depend on temperament. Some properties of temperament contribute to the formation of certain character traits, while others, on the contrary, prevent their formation.

In business communication, there is a close relationship between the temperament of business partners and their character traits. The temperament of business partners determines the dynamics of the manifestation of their character traits.

For example, the communicativeness of a business partner with a sanguine type of temperament is manifested in an easy and quick establishment of psychological contact with other partners, maintaining an active dialogue with them. The communicativeness of a phlegmatic business partner is not as pronounced at first as that of a sanguine partner, but it is longer, more stable and manifests itself in the desire to maintain already existing habitual business relationships with former long-term partners. The communication of a melancholic business partner is always restrained and limited. He has difficulties in communication, so it is very important for other partners to maintain his confidence in his abilities, to express, where possible, approval of his cognitive and behavioral strategies. Psychologically difficult in interpersonal communication is the communication of a choleric partner. His hot temper, incontinence does not contribute to the establishment of good and long-term psychological contact, and his constant desire for leadership in interpersonal relationships causes opposition from other partners.

The properties of temperament, one way or another, are manifested in the professional activities of business partners. Although temperament in itself does not determine the level of general and professional abilities, certain properties of temperament can contribute to the achievement of success in professional activity or, on the contrary, interfere with it. If the requirements of professional activity contradict any property of the temperament of a business partner, he develops his own individual style of professional activity, relying on those methods and techniques that are most consistent with his temperament. It should be borne in mind that the character of a business partner can also restrain manifestations of temperament that are undesirable for professional activity. However, there are also such types of professional activities where very high requirements are imposed on certain properties of temperament. For example, a person with a choleric or melancholic type of temperament is less acceptable for a profession associated with self-control and high communication.

Being the dynamic basis of the character of business partners, temperament also determines such mental properties as impressionability, impulsivity, anxiety, emotionality. The properties of temperament, determining the dynamics of the mental activity of business partners, have a significant impact on the course of psychomotor and communicative processes of business communication.

It is important to obtain important information about the dynamic properties of a business partner's temperament in the communicative sphere indirectly by analyzing his speech (verbal) behavior: intonation drops, duration of utterances, frequency of

addressing a partner, ease of engaging in a conversation, voice volume, fluency and ease of speech, speed of reaction (answers), pauses, stops, mistakes and reservations of speech, as well as observing the partner's non-verbal behavior: facial expressions, postures, gestures, head position. In this case, two conditions must be observed: the business partner must not be aware that its dynamic characteristics are being determined and observed; during the formation of these characteristics, the conversation should take place on one of the neutral topics that are not related to the business problem.

In general, emotional manifestations (emotions, feelings, temperament) provide a selective attitude of business partners to certain socially significant components of a business situation and contribute to either mobilization or inhibition of their cognitive orientation and behavioral acts.

However, there are business situations where excessive emotions are inappropriate: their manifestation can disorganize the activities of business partners. In such situations, control by business partners of the external manifestation of their emotions, management of emotions is imperative. This can be realized if the partners have a strong character and strong-willed qualities.

Temperament has a certain set of basic psychological characteristics:

- activity - the intensity of interaction with the outside world;
- tempo characteristics - the speed of performing any actions - speech, walking, movements, etc .;

In the literature on psychology, the following example is often given: four young men were late for the theater and faced resistance from the usher, who refused to let them in, since the performance had already begun. One of the young people started an argument, he insisted that the clock in the theater was in a hurry and that he would not bother anyone if he went to the stalls. Another quickly realized that he would not get into the orchestra, and the first action could be viewed from the upper tier, where it was easier to penetrate. The third young man decided that the first act, as a rule, was of little interest and went to the buffet. The fourth complained that he was always unlucky and went home.

Even in ancient times, scientists were interested in why people behave so differently when interacting with the same phenomena? To answer this question, the science of temperament arose. The concept of "temperament" comes from the Latin word "temperamentum", meaning a mixture, the proper ratio of parts.

The history of the emergence of the doctrine of the typology of temperament goes back to ancient Chinese scientists in the VIII-VII centuries. BC. Later, in the 5th century. BC. the ancient Greek physician Hippocrates (c. 460 - c. 370 BC) developed this teaching. He believed that the differences between people are explained by a certain ratio of different fluids in their body or the predominance of one of these fluids in the body. As Hippocrates believed, there are four such fluids in humans: blood, phlegm (mucus), bile and black bile. Since the fluids in the body of each person are disproportionately mixed, various diseases develop. Hence the concept of "temperament" - I mix it in a certain way.

In the II century. BC. Claudius Galen (c. 130 - c. 200 BC), an ancient Roman anatomist and physician, suggested that there is a definite connection between the ratio

of fluids in the human body and its behavior and psychological properties. Representatives of ancient medicine identified four types of temperament, each of which was characterized by the predominance of some kind of liquid. The predominance of blood (from Latin *sanquis* - blood) - was called sanguine temperament; a mixture with a predominance of mucus (phlegm) (from the Greek word *phlegma* - phlegm) - phlegmatic temperament; with a predominance of bile (from the Greek. *chole* - bile) - choleric and with a predominance of black bile (from the Greek words *melaina chole* - black bile) - melancholic temperament. In our time, four types of temperament: sanguine, choleric, phlegmatic and melancholic are considered as the main ones.

The Russian physiologist Ivan Petrovich Pavlov (1849-1936) drew attention to the dependence of temperament on the type of the nervous system. Studying the three main parameters of the processes of excitation and inhibition of the nervous system: strength - weakness; poise - imbalance; mobility - inertia, I.P. Pavlov established that out of a large number of their possible combinations in nature, there are four main ones, corresponding to four classical temperaments, the names of which have been historically preserved. The concept of "temperament" comes from the Latin word "*temperamentum*", meaning a mixture, the proper ratio of parts.

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corresponding to four classical temperaments, the names of which have been historically preserved.

Temperament is associated with the type of higher nervous activity as follows.

Based on this, temperament is understood as a dynamic characteristic of a person's mental activity.

A person's temperament can be judged by several of its main properties. From the point of view of the psychologist V.S. Merlin (1892-1982), these properties are as follows.

1. Sensitivity (or sensitivity). It is determined by what is the smallest force of external influences necessary for a person to develop any mental reaction, and what is the rate of occurrence of this reaction. Figuratively speaking, what should be the force of the impact, so that a person "gets it".

2. Reactivity. This property is characterized by the degree (i.e. strength and energy) of a person's response to some impact of the same magnitude. For example, we react differently to the same offensive word or criticism. Reactivity manifests itself in more or less irascibility, if a person has high reactivity, they say about him: "gunpowder", "starts with half a turn."

3. Activity. It can be judged by the energy and persistence with which a person himself influences the environment and overcomes external and internal obstacles on the way to achieving goals. This property helps to make a professional career and achieve success.

4. The ratio of reactivity and activity. This property determines what a person's activity depends on: from random external and internal reasons (mood, it wished, random events) or from consciously set goals and beliefs.

5. The rate of reactions. This property characterizes the speed of the course of various mental reactions and processes (rate of speech, dynamics of gestures, resourcefulness of the mind, etc.).

6. Emotional irritability. It is judged by how much force is needed to trigger an emotional reaction. For example, some people can calmly watch "horror films" or thrillers, while others are frightened and worried about trifles.

7. Plasticity and rigidity. They are manifested in how a person easily and quickly adapts to external influences (plasticity) or how inert his behavior (rigidity).

8. Extraversion - introversion. Extraversion (from Lat. Extra - outside and versio - to turn) and the opposite introversion (from Lat. Intro - inward) speak of the direction of a person's reactions. The extrovert's reactions depend on the external impressions received at the moment, for him the main thing is "here and now." The introvert's reactions depend on images, ideas and thoughts related to the past and the future, he likes to immerse himself in memories.

It is very important to remember that there are no better or worse temperaments. On the basis of any temperament, you can cultivate certain personality traits in yourself and use them wisely in specific activities. Among the outstanding, great people there are representatives of all four types of temperament. Knowing his temperament, a person seeks to rely on his positive features and overcome negative ones.

It should be borne in mind that temperament is not very susceptible to changes under the influence of the environment and upbringing, since it is an innate personality

trait. Temperament is an individual personality trait, it clearly characterizes human behavior, his activities and communication with other people. You need to know the characteristics of your temperament and take them into account when establishing contacts with clients (partners, colleagues) in order to successfully avoid conflict situations. It should also be borne in mind that "pure" temperaments are extremely rare; more often a person combines features of different types, but the properties of one prevail. It should also be borne in mind that

- belonging to one type or another is determined by a genetic predisposition;
- "pure" psychotypes practically do not exist;

there is a direct connection between temperament and business qualities of a particular individual. The same situation, the same impact on people with different types of temperament causes different reactions. For example, a critical remark about a choleric person causes irritation, a sanguine person pushes him to take action, a melancholic is unsettled, and a phlegmatic person leaves him indifferent.

Choleric type of temperament (choleric)

It is a strong, unbalanced and mobile type of temperament, characterized by great vitality, activity, efficiency. People of this type of temperament "headlong" go into work, overcoming any difficulties, but it is difficult for them to do activities that require smooth movements, a calm and slow pace, since choleric people are impulsive and harsh.

Choleric has a tendency to leadership and seeks to adapt the world around him. He thinks little, but acts quickly, because such is his will, although he often makes rash decisions. In communication, he is quick-tempered, impatient, unrestrained, loud, sometimes showing aggression. Has a quick change of mood: from joy to sadness, from laughter to anger. Choleric people "drive out of themselves" the state of expectation and the need to restrain their activity and excessive feelings. He is ambitious, vindictive, since he remembers insults for a long time, and is proud, stubborn, quick, resourceful in an argument, but not offensive and unforgiving. When communicating with him, one should not hurt his pride, one should try to avoid negligence and harshness. The choleric person is predisposed to conflicts, does not know how to listen to others, is inclined to take risks, does not work well with inanimate objects, i.e. not suitable for routine work with papers, personal computers and lengthy business negotiations that require patience. Work for a choleric person should be selected so that it is not monotonous and monotonous. His capabilities as a boss are limited, a phlegmatic deputy is desirable.

Choleric were Peter I (1672-1725) and A. Pushkin (1799-1837).

Sanguine type of temperament (sanguine).

It is a strong, balanced and active type of temperament. Sanguine is cheerful

Sanguine people are highly active, they are distinguished by their great working capacity, the ability to withstand various loads for a longer time. Sanguine people are sociable, communicative, cheerful, not prone to anxiety, productive at work (but only if there are many interesting things to do), energetic and cheerful. They are able to carry out important assignments and are inclined to solve tactical problems. Emotions

are mostly positive. The behavior and activities of a sanguine person are usually well organized, thought out. High rationalism, organization in work, clarity in setting tasks are characteristic of most people of this temperament. This type is "in a hurry to live" and therefore has a constant shortage of time. In relations with other people, sanguine people are characterized by high sociability, an abundance of various contacts with people. He has a wide circle of acquaintances, although he does not differ in constant communication and quite often changes his affections. He quickly masters in a new environment, easily experiences setbacks and troubles; The common expression "like water off a duck's back" is about a sanguine person. In addition, he has a rich, mobile facial expressions and gives the impression of an optimistic and confident person with a sense of humor, which helps him to be collected and purposeful in difficult situations.

This contributes to the receipt of the most extensive and diverse information, which is important for a broad influence on human behavior. The specified properties and qualities quite accurately and correctly allow one to evaluate it, understand it well, and build a clear line of relations with it.

The sanguine loves to make plans, but due to his inconstancy he quickly changes them; he is fond of everything that pleases him. Often he can promise, but does not keep his word and, in addition, shows frivolity, carefree and careless attitude to business, scattered, overestimates himself and his capabilities. Contact and easy-going, not conflicted, knows how to listen to other people. At the same time, his orientation towards animate objects does not allow him to painstakingly work with business documents and personal computers.

When communicating with a sanguine person, exactingness and control over the implementation of the assigned task are necessary. Best of all, a sanguine person gets a job that requires the use of activity, organizational and communication skills and is associated with a variety of impressions. Sanguine is ideal for working with people, including as a leader.

Napoleon (1769-1821) and A.I. Herzen (1812-1870) had a sanguine type of temperament.

Melancholic type of temperament (melancholic).

A melancholic is a person with a weak type of nervous activity, some call him "a misunderstanding of nature." Its main feature is a heightened sensitivity to the outside world. This is a great quality, for example, for an artist or musician, but negatively affects business communication. The melancholic is shy and shy, suspicious, touchy, does not believe in his own strength, prone to suspicion, not energetic, unstable and uncommunicative; new surroundings and new people embarrass him, he gets lost. The melancholic is characterized by a rapid decline in performance and the need for long rest. In a familiar environment, he works productively and feels confident, while following all the prescribed instructions.

The melancholic responds well to encouragement, punishment knocks him out of the usual rut and makes him unable to successfully complete the task. He has a hard time working under conditions of stress, conflict, overload. However, in calmer conditions, due to the ability to concentrate attention, anxiety, often expressed in a high sense of responsibility, he will be tireless. The melancholic is endowed with the ability

to empathize, the ability to observe, systematize observations, although this is often accompanied by emotional vulnerability. The emotional experiences of the melancholic are deep and lasting. An insignificant reason can cause resentment and tears in a melancholic; he really needs the sympathy and support of others. In what life manifestation this will be expressed: in rancor or poetic gift - a question of upbringing. The melancholic has a quiet voice and slow speech.

The melancholic is sympathetic, constant in friendship, inclined to empathy and loyal to a sense of duty. And also differs in softness, tact, sensitivity and responsiveness. In relation to the melancholic, harshness should not be allowed. The remark should be made only in private and in a gentle manner. It is recommended to entrust them with repetitive work and maintain their authority in the team. Communication with other people for a melancholic is hampered by secrecy, the desire to withdraw into oneself; a tendency towards figurative rather than conceptual thinking makes it difficult to analyze the business situation, but creates excellent prerequisites for activities, for example, in the field of advertising

P.I. Tchaikovsky (1840-1893) and N.V. Gogol (1809-1852) were melancholic.

Phlegmatic type of temperament (phlegmatic).

It is a strong, balanced and passive type of temperament. The main quality of a phlegmatic person is an orientation toward inanimate objects, oneself. The phlegmatic is efficient, efficient and thoughtful; this is a persistent and persistent worker, not inclined to frequent changes in activities and not fond of small assignments.

A phlegmatic person likes to be in the circle of old acquaintances and in a familiar environment, since he hardly changes his habits. He is always calm, unperturbed, it is difficult to make him laugh or sadden, his feelings and mood are constant. In case of trouble, the phlegmatic person remains calm; speaks little, has poor facial expressions and expressionless movements. As a rule, he is not resourceful and has difficulty switching attention.

In addition, a phlegmatic person knows how to wait. The saying "Measure seven times, cut once" is about him, as he hesitates for a long time before making a decision, weighing all the pros and cons. A phlegmatic person is also prone to indifference and laziness, lethargy and inertia under adverse circumstances. It is important to remember that his reaction to a changing business situation is often delayed, it is difficult for him to establish an emotional feedback with the interlocutor and, therefore, communicate, conduct a business dialogue. He is a pragmatist in the sense that the interlocutor is interesting to him only if he is interested in him. But a phlegmatic person is indispensable when working with documentation, he is an ideal accountant.

The phlegmatic type of temperament was: I.A.Krylov (1769-1844) and M.I.Kutuzov (1745-1813).

The described types of temperaments are not real portraits, since no particular person possesses all the signs of one type or another. However, given the properties of the temperament of a particular person, it is possible to predict the characteristics of his response in a particular situation. In addition, temperament leaves an imprint on the ways of communication and determines a person's ability to various types of activities.

The moral qualities of a person do not depend on temperament and can compensate for the manifestation of its negative traits.

Another criterion for the classification of personality types is its socio-psychological qualities: social attitudes, stereotypes of thinking, value orientations. This approach is characteristic of R. Merton (conformist and deviant types) and E. Fromm (accumulative and exploitative), etc. For the practice of business communication, the classification of the founder of sociometry, the American scientist J.L. Moreno (1892-1974), who studied informal relations in a group from the point of view of the distribution of likes and dislikes ("stars", ie informal leaders, and isolated members of the group, representing, as it were, different poles of the informal structure).

An interesting classification was proposed by the Russian scientist V.M. Shepel: collectivists are sociable workers who actively support public undertakings; individualists - gravitating towards personal responsibility, independence; pretenders - employees who are characterized by vanity, resentment, a desire to be in the center of attention: imitators - employees who imitate other people's manners and avoid complications; passive - weak-willed workers who do not show initiative; isolated - workers with unbearable character (Shepel V.M. Management psychology. - M.: Economics, 1984. - S. 71-72.).

3. Features of temperament are often masked by character. In that case, how does temperament differ from character? It is enough to remember that temperament is responsible for the form, i.e., the speed and intensity of mental processes, and reflects the dynamic side of mental activity. The character is responsible for the content of our inner world, which does not depend on external events. We explain our and others' actions by character; it is in him that we often look for the reason for unsuccessful relations, hiding behind the phrase: "We did not agree in character."

"Character" is a word of ancient Greek origin and in translation means chasing, printing, peculiarity. A unique, individual combination or collection of personality traits constitutes character. However, it must be borne in mind that this is not any combination of individual psychological personality traits, but a set of the most pronounced and relatively stable personality traits that are typical for a particular person and are systematically manifested in his actions and deeds. If a person, for example, accidentally answered someone rudely, this does not mean that rudeness is a trait of his character.

The character is not inherited or permanent; character traits can change over the course of life, and sometimes significantly, but these changes are slow. The character is formed and developed under the influence of the environment, life experience, upbringing. Figuratively speaking, life "mints" our character, and with self-education, from a certain moment, a person himself begins to "mince" his character, which manifests itself in actions, thoughts and feelings. With the modern outlook on life, no one needs to be convinced of how important it is to understand the characters of the people with whom you communicate. Knowledge of a person's character helps to anticipate his behavior and, if necessary, adjust expected actions.

There are many character traits (or personality traits), but they are divided into several groups that are closely related to each other, affect each other and are a reflection of a person to different sides of life. The character of a person is manifested in the following features:

1. The attitude of a person to other people: relatives, colleagues, acquaintances, unfamiliar people, etc. This is, first of all, sociability, which can be broad and superficial, or its opposite feature - isolation, which manifests itself in an indifferent attitude towards people or is the result of inner concentration. This group includes frankness and the opposite secrecy, as well as sensitivity, tact, justice, politeness or rudeness, callousness, hypocrisy.

2. The attitude of a person to himself. This includes self-esteem or self-doubt; shyness, egocentrism (the tendency to constantly be in the center of attention with their experiences), selfishness (concern for their personal welfare).

3. The attitude of a person to the world of things, that is, attitude to public property, as well as careful or careless handling of his things, clothes, books, etc.

4. The attitude of a person to business, to his work. This group includes initiative, hard work, responsibility for the assigned work and diligence or laziness, frivolous and formal attitude to activities. In relation to work, characters are divided into activity (activity, perseverance, purposefulness) and inactive (passivity, contemplation).

Highlighting individual traits in a person's character speaks of the need to consider and evaluate them in relation to each other. For example, the combination of courage with caution or impulsiveness, with moral feelings or a sense of vanity, affects his character in different ways. Caution can be expressed in inactivity, and in combination with decisiveness it acquires a different quality.

It should also be remembered that character influences promotion. It often happens that a person with a "good" character, all other things being equal, climbs the career ladder faster than a quarrelsome person.

Each person has individual character traits, abilities, skills, worldview, and a specific style of activity. Individual character traits of people are often associated with the term "character accentuation" introduced by the German psychiatrist and psychologist K. Leonhard instead of the term "psychopath" (more precisely, Leonhard has a "accentuated personality", see: K. Leonhard, *Accentuated Personalities* / K. Leonhard; translated from German - Kiev, 1981). The accentuation of character, in his opinion, is an intermediate link between psychopathy and the norm. The concept of "accentuated personality" is understood as a healthy person with his own individual characteristics (see: Lichko A.E. *Psychopathies and character accentuations in adolescents* / A.E. Lichko. - L., 1983). The author rightly notes that accentuation always presupposes strengthening of a certain trait. Accentuated traits are nowhere near as numerous as individual ones. Accentuation is, in fact, the same individual traits, but with a tendency to transition to a pathological state. If they are more pronounced, they can destroy the structure of the personality (see: Leonhard K. *Accentuated personalities*. - Rostov n / D.: Phoenix, 1997). Numerous scientific works of domestic researchers confirm that in Russia the classification of accentuations proposed by a well-known child psychiatrist is more common., Professor A.E. Lichko. (See: Lichko AE *Psychopathies and character accentuations in adolescents* / AE Lichko. -L., 1983).

He believes that character accentuations are similar to psychopathies. Their main difference lies in the absence of a sign of social maladjustment. They are not the main causes of pathological personality formation, but they can become one of the factors in the development of borderline states. Accentuation of character is disharmony in the development of character, the sharpening of some traits to the detriment of other qualities, formed both under the influence of innate individual traits and under the influence of the external environment in the process of life.

A person with a demonstrative type of character accentuation, as a rule, knows his rights well and tries in every possible way to implement them, easily establishes contacts, strives for leadership in a team, in the process of communication craves attention and praise, has a high adaptability to people. The greatest degree of freedom is achieved in communication, where there is an opportunity to be in the spotlight. Decency, perseverance, perseverance and focus in achieving the goal, endurance and self-control, courage, courage and determination are the main features of a demonstrative personality. Selfishness, vanity, careerism, unbridled actions, deceit, self-praise, boasting are the hallmarks of this accentuation of character. If there is an interest in performing the actions assigned to him, he will try to be executive. If the activity is strictly regulated and not as public as he would like, then he shows laziness and optionality. Demonstrates his innocence to any responsibility by shifting it to others or to circumstances. Has a tendency to get out of any position, even if it does not threaten him with anything.

A person who has a demonstrative type of character accentuation is suitable for organizing or leading activities where communication is needed. The main disadvantage of a person with this type of character accentuation is the need to change the place of work, impressions, circle of contacts.

A person with a hyperthymic type of accentuation is characterized by extremely developed contact, talkativeness, energy, thirst for activity, initiative, and permissiveness. Hypertim seeks to constantly expand the degree of its freedom to all areas with which it comes into contact, therefore, with great enthusiasm he takes up everything new, to which he quickly and well adapts. Occasionally it is the initiator of conflicts in which it acts as an active party. He can deftly dodge in case of difficulties, is distinguished by high efficiency in a tense environment. Conflict situations can arise in cases requiring calm analysis, balanced assessments, slowness, forced loneliness, monotony, monotony. Overestimating his importance, he tends to make all sorts of claims. Meeting non-recognition and opposition, he easily enters the path of a stubborn struggle for his imaginary rights. In this struggle, you may not stop at anything. Responsibilities are often superficial. The need to perform daily, petty work, requiring painstaking, thoroughness, perseverance, is poorly given. He tries to show himself in responsibility by taking initiatives. When the need arises to be responsible for what has been done, he seeks to spread responsibility for all participants in the events in such a way as to minimize it for himself.

For a hyperthymic personality, activities related to communication, multiple and superficial contacts, requiring an operational solution, without deep work, are suitable.

A person with an anxious type of accentuation of character rarely defends their rights. With active resistance, this person returns to a submissive state. He gets a certain

degree of freedom through going into loneliness. When performing duties, he tries to be as executive as possible, but he does not always succeed. Responsibility for him is identified with situations of punishment and fear. The slightest punishment deprives him of vitality and makes him incapable of further work. Therefore, he is pathologically afraid of responsibility. The pedant considers it his inalienable right to create a greenhouse environment for himself in all spheres of life. This also includes excessive concern for their own well-being. He performs his duties in good faith, carefully, strictly follows the instructions, but he lacks flexibility in his work. The responsibility of an employee with a pedantic type of character accentuation is manifested in the fact that you can unconditionally rely on him as an honest person who is able to perform work associated with great accuracy and thoroughness. At the same time, responsibility is a kind of burden for him, because he unconsciously burdens him with it. This explains his indecision and inclination to reasoning, in which an excessive introspection of his behavior takes a large place.

A person with an emotive type of character accentuation, if necessary, to be responsible for a deed, which he admits for himself, experiences a deep feeling of remorse and agrees to bear full responsibility. A person with this type of accentuation prefers a narrow circle of friends and loved ones, whom he "understands at a glance", rarely enters into conflicts (passive role), does not pour out resentment, is an executive in the service, maintains good relations in the family. Characteristic features are altruism, sympathy, compassion, joy for other people's good luck, a sense of duty, diligence, discipline. Conflict situations can arise in cases of illness of loved ones, being surrounded by rude people. If he is called to responsibility unfairly, then he will strive to restore justice, up to the rupture of all relations. His true responsibility is manifested in a developed sense of duty, which often makes him an altruist. He takes responsibilities seriously. Demonstrates maximum impact in a supportive environment.

A person with a pronounced motivational type of character accentuation can hold leadership positions in the rank of deputy, engage in any production activity.

A person with a dysthymic type of character accentuation does not make much effort to achieve the desired degree of freedom. This is partly due to the lack of strong desire, and partly due to the fear of failure. Expect nothing from the future. When his rights are violated, he tries to start something else, to join a new profession, but this does not bring much satisfaction. Seriousness, high morality, conscientiousness, fairness, honesty, diligence, a developed sense of duty and responsibility, the desire to clearly define responsibilities are the characteristic features of a dysthymic personality. At the same time, distim is afraid of all kinds of control. In what he has done, he notices mainly mistakes, and in what lies ahead - difficulties from which he gives up.

Dysthym also exhibits repulsive traits - passivity in action, slowness of thinking, sluggishness, "separation from the team", unacceptability of a situation requiring active action and immediate decisions, unwillingness to change one's lifestyle and behavior. Conflicts can arise in situations requiring quick orientation and a change in methods of activity, quick decision-making. A dysthymic personality is close to an activity that does not require a wide circle of communication, does not have a tendency to change places of work, residence, everyday impressions.

A person with a stuck type of character accentuation acts as a fighter for his rights, if at least in some way they are infringed. Respect and authority are important for him; therefore, he strives to achieve high performance in any kind of activity. He treats duties in good faith if he sees expediency in this. Always critically evaluates the situation, seeks to understand all the details. The onset of responsibility is taken for granted if he sees his guilt. If responsibility is attributed to him inappropriately, then he is able to show maximum perseverance and even enter into a protracted conflict in order to restore justice. A person with an excitable type of accentuation of character openly declares his rights and requirements. He does not tolerate imperative tone and remarks; does not accept anyone as an authority. Affective explosiveness is possible. Moreover, his affects are not only strong, but also long lasting. Material interest is decisive in the performance of duties. Only out of a sense of duty will not work. With the various impulses of daily life, he has enough self-control to refrain from recklessness. And only with unusual, acute, affective tensions, self-control disappears. If he commits an offense, then he does not repent of it, but tries to consign it to oblivion.

The essence of the pedantic type of accentuation of character is conscientiousness, accuracy, seriousness, reliability in business and feelings, discipline. In work, there is a tendency to thoroughness, clarity and completeness, can often work superbly, can show himself especially when accuracy and thoroughness are needed in the work. Weaknesses of the pedantic type are a painful reaction to "underestimating" merit, a tendency to obsessive thoughts, hypochondriasis. Conflicts can arise in situations requiring a non-standard approach, quick response, and prompt decision-making.

A person with this type is suitable for work that is not associated with great responsibility, especially in managing people. Preference is given to "paper" activities.

4. A special place in the character of a person is occupied by volitional traits, will. Life and activity require a person to be very active and exert physical and spiritual strength. Everyone who has specific goals in life and makes efforts to achieve them must have the necessary volitional qualities.

Will is a person's mental processes that ensure his behavior and activities when difficulties arise on the way to achieving consciously set goals.

The main signs of volitional (voluntary) actions are:

- goal-setting (as opposed to involuntary, impulsive actions);
- overcoming internal (struggle of motives) and external difficulties.

In mental activity, the will performs two interrelated functions: activating and inhibiting. Will is the ability to control one's own activity and actively direct it towards achieving one's goals. It represents a special form of not only the ability to achieve something, but also the ability to refuse something when needed. The will provides the transition from knowledge and experiences of a person to practical activity, to a change in reality in connection with the needs, intentions, interests of a person. With the help of will, a person organizes activities and controls his behavior.

In a number of cases, volitional activity is associated with making decisions that determine a person's life path, reveal his public face, reveal his moral character. Therefore, in the implementation of such volitional actions, the whole person is involved as a consciously acting personality.

Volitional action includes several stages.

Preparatory stage. A volitional act begins with the emergence of motivation and goal setting.

In addition, volitional action is also preceded by a discussion of the purpose of the action, and the struggle of motives, decision-making, planning actions, means and methods of their implementation.

As a result of the struggle of motives, a person makes a decision, which is manifested in the restriction of some motives from others and in the final formulation of the goal of the activity, which sometimes does not coincide at all with the original one. The decision-making process acts as a special stage of volitional action, requiring not only maximum awareness, but also decisiveness, responsibility of the individual. With the adoption of a decision, detente comes. It consists in the relaxation of the tension that accompanied the struggle of motives.

The main stage is the most important in the act of will. This is the execution of the decision. In volitional action, it is associated with overcoming the most significant objective (external) and subjective (internal) difficulties.

External difficulties include obstacles that do not depend on the acting person: difficulties in work, resistance of other people, various kinds of interference, etc. Internal difficulties include personal difficulties, depending on the physical and mental state of a person (for example, a lack of knowledge, experience, a clash of rooted old and emerging new habits, the struggle of negative ideas, desires, aspirations and feelings that have developed in the past: conscience, shame, duty). This stage is characterized by the exertion of forces aimed at overcoming opposing motives and mobilizing forces. In most cases, external and internal difficulties are manifested in unity.

The final stage. Its content is the analysis and assessment of volitional action and its results. At this stage, the general tension decreases, a feeling of satisfaction or dissatisfaction appears, depending on the results of the action and their assessment.

Will is a characteristic of the human psyche formed in vivo. Will has a conditioned reflex nature and is the result of the total activity of the entire cerebral cortex.

The will of a person is manifested in a variety of personal qualities, volitional traits.

Purposefulness - the ability of an individual to subordinate his activities and behavior to socially significant goals.

Decisiveness is a strong-willed quality of a person, thanks to which he is able to make informed decisions in a timely manner and carry them out without undue hesitation.

Energy and perseverance are traits in which the degree of volitional activity of a person is manifested. As a rule, people are energetic and persistent. Persistent people are capable of prolonged and unremitting tension of energy.

Endurance and self-control is the ability of a person to restrain mental and physical activity that interferes with achievement.

Diligence is a strong-willed quality, which consists in activity, diligent, systematic and timely execution of orders and decisions of superiors. Diligence is closely related to initiative.

Initiative - the ability of a person to include creativity in the performance of their duties. Initiative is the opposite of inertia, indifference and indifference to business.

Courage and bravery are expressed in the readiness of a person to fight and overcome dangers. Courage manifests itself only in the fight against enemies, in battle. A brave person can give in to impulse, admit recklessness. Courage is the ability of a person to act purposefully in conditions of risk, danger and manifests itself in various circumstances, not only in wartime.

The independence of the individual is manifested in actions performed by virtue of a firm belief in the correctness of his behavior. Self-reliance presupposes self-confidence, criticality of mind, persistence in achieving goals, the ability to take responsibility for the actions taken.

Discipline is an alloy of personality traits that ensure the exact and unswerving obedience of one's actions and deeds to the rules and requirements of laws and moral norms.

It should be noted that all volitional qualities are formed throughout a person's life and activity. In addition, the will has an impact on a person's labor activity. Unexpected changes in the country's economy, reorganization of production, deteriorating mood, overwork, conflicts and other situations show that without overcoming external and internal difficulties, activity cannot be successful. After all, there are many professions when a person by willpower controls his mood: teachers, doctors, trade and service workers.

Abilities are individual psychological characteristics of a personality that are manifested in a specific area and are a condition for successful work in it.

The speed, depth, ease and strength of mastering knowledge, skills and abilities, which, in turn, contribute to the further development of abilities, depend on abilities. However, insufficient knowledge or inability cannot be reduced to a lack of ability. For example, after exams at the Academy of Arts

VI Surikov was denied training, as, according to the examiners, he lacked the ability to visualize. The examiners made a serious mistake because they assessed the presence of certain knowledge and drawing skills, rather than ability. Within three months V.I.Surikov mastered the necessary skills and abilities and as a result was enrolled in the Academy. And this is not an isolated case in the history of science and art.

Thus, abilities are manifested not in the knowledge, skills and abilities themselves, but in the dynamics of their acquisition, in how quickly and easily a person masters a specific activity. Moreover, the quality of performance, success, and the level of achievement depend on abilities.

It should be noted that not every activity develops a person's abilities. For example, if a person has musical abilities, but due to the prevailing circumstances, he is forced to engage in hard physical labor, then this activity is unlikely to develop the abilities inherent in him. In other words, appropriate activity is necessary for the development of abilities.

Contradictory opinions are expressed about abilities, and the question of the origin of abilities (innate or acquired) worries many generations of researchers. Scientists believe that the evidence for the innate ability is:

a) their early manifestation. For example: the musical ability of Wolfgang Amadeus Mozart

(1756-1791) appeared already at the age of 3, at the age of 8 he wrote a symphony, and at the age of 11 - an opera;

b) "transmission of abilities by inheritance." Family history is a prime example.

German musicians Bach. For the first time, the musical abilities of the members of this family manifested themselves in 1550, and the ancestor was the baker V. Bach, who after work studied music and singing. He had two sons, with whom the Bach family of music begins, numbering more than 20 outstanding musicians. Among them was the brilliant composer Johann Sebastian Bach (1685-1750).

Representatives of another point of view believe that the formation of abilities is mainly influenced by external conditions: the people around, upbringing, training, and as evidence they cite examples from the life of children of backward tribes who have received appropriate upbringing. So, the French ethnographer

Willer discovered a small tribe in the Hawaiian Islands, in which the level of human development corresponded to the Stone Age. He brought a two-year-old girl of this tribe to France, raised her and gave her an education. As a result, she became a bachelor, mastered three languages and was no different from educated Europeans.

However, science cannot accurately answer the question of the extent to which abilities are inherited. If, however, a gifted child is born in a low-income family, then the social factor (lack of money, inattention in the family, etc.) can restrain development or destroy abilities.

As you know, a child is born not with ready-made abilities, but with their inclinations, i.e. such features of the structure of the brain, sense organs and movement, which act as natural prerequisites for the development of abilities. In this case, the makings can be multivalued, i.e. on the basis of the same inclinations, completely different abilities can be formed, and in several areas at the same time, or, on the contrary, nothing can develop. For example: keen observation can enter into the structure of the abilities of an artist, salesman, geologist, psychologist and people of a number of other professions. Whether the inclinations will grow into abilities depends on the person himself, on his activity and perseverance, as well as strong will and determination.

The formation and development of human abilities is impossible without mastering the products of human culture, without assimilating the knowledge of many generations. A person's abilities develop in activities that should cause him satisfaction and positive emotions. Life observations have shown that any activity requires from a person not one ability, but a number of interrelated abilities. Lack or weak development of any one ability is compensated by the development of others or by hard work. As a rule, ability is always combined with hard work.

The following types of abilities are distinguished.

General abilities are essential for success in any kind of activity; these include the level of general intellectual development, stability of attention, volitional self-control, ability to work, etc.

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Special abilities are necessary to achieve high results in certain, specific types of activity, for example, mathematical, artistic, organizational, and others belong to special abilities. General and special abilities are linked, they complement and enrich each other.

General abilities that provide relative ease and productivity in mastering knowledge in various activities are often called giftedness. Giftedness can manifest itself in various fields of activity: educational, intellectual, communication. Gifted people are characterized by persistence in achieving goals, the need for work, they are distinguished by composure and attentiveness.

A high level of development of special abilities indicates talent; the activity of a talented person is distinguished by novelty and originality. However, no amount of outstanding ability will lead to reliable and significant achievements if such an important character trait as humility is absent. After all, confidence in one's exclusivity, fueled by the delights of others, forms conceit, narcissism and is a brake on the development of abilities.

3. When characterizing a person, we often pay attention to his emotionality, emotional impressionability. After all, the same events will leave some people indifferent, others will be slightly agitated, and still others will cause strong feelings.

Human life is impossible without experiences, since everything that a person encounters evokes in him this or that attitude, certain feelings. The world of human feelings is rich and varied. One phenomenon pleases, another awakens disgust; We love some people, we hate others, we show indifference to the third. Something can

frighten us, but something upset; we are proud of some actions, and we want to forget about some as soon as possible, because we are ashamed of them. A person's professional activity is also impossible without experiences and has a certain emotional coloring. While working, a person expresses his attitude to work and its conditions in the form of feelings and emotions.

Feelings and emotions are often used synonymously, but in essence, these concepts are different from each other. An important difference between feelings and emotions is that feelings have relative stability and constancy, and emotions arise in a specific situation. Emotions are a direct, temporary experience of a feeling, for example, a feeling of love for sports. In this case, positive emotions will be represented by a state of admiration, pleasure that the fans experience, watching a high-class, interesting game of athletes. The same feeling (feeling of love for sports) can be experienced in the form of negative emotions - indignation, indignation at a bad game or unfair refereeing.

Exactly translated into Russian, "emotion" is emotional excitement, spiritual movement. Emotions are phenomena that are expressed in a person's experience of his relationship to the surrounding reality and to himself, and emotions are characterized by subjectivity. There are various classifications of emotions in science. The most common - according to the strength of the influence on human activities.

6. Emotions:

Stenic - strong, tonic; activate activity, encourage actions and statements (joy, anger).

Asthenic - Passive, inhibit activity, cause stiffness, interfere with the achievement of goals (fear, melancholy)

Emotions, depending on stability, duration and strength, are distinguished by types.

1. Mood is a long-term emotional state associated with mild positive or negative emotions that colors all other experiences, thoughts and actions of a person. Mood leaves an imprint on human behavior, affects activities and their results. It is known that the one who is in a cheerful and calm mood prevails well and fruitfully. A bad mood, on the contrary, prevents a person from communicating, he looks at the world gloomily, everything makes him angry and annoying: the weather, and the neighbor who inadvertently pushed him, and cheerful laughter. Therefore, it is very important, especially in interpersonal communication, that a person learns to manage his mood. Sometimes, to improve your mood, it is enough to switch to activities that are inspiring, enjoyable and interesting. Watching your favorite TV show, listening to music or reading an interesting book also have a strong influence on your mood. Do not forget about a smile, because the background of a cheerful, positive mood makes it easier to deal with temporary difficulties and grief.

2. Affect is a strong, short-term emotional state, resembling a storm, a squall. Affect arises suddenly, abruptly, and at this moment a person seems to lose self-control, all is given to the experience. M.Yu. Lermontov (1814-1841) wrote in the poem "Mtsyri": Then I fell to the ground;

And sobbed in a frenzy;

And gnawed at the damp chest of the earth,

And tears, tears flowed into her like a fiery river ...

In affect, a person “loses his head” and performs actions without analyzing and taking into account the situation, for example, he can throw away a thing that has fallen under his arm, break it, slam it on the table. Affects reduce the organization of a person and thereby adversely affect his activities. However, it would be a mistake to think that affects are completely uncontrollable, because if you wish, you can learn to “extinguish” an affective outburst and not lose control of yourself. To do this, it is enough "headlong" to go into work, study, hobbies or switch to some other activity. In its simplest form, to avoid an emotional breakdown, count to ten before you react.

3. Passion is a bright, strong emotional state aimed at satisfying needs and exciting a person for a long time. In the same poem

"Mtsyri" says about it this way: I knew only one thought power,

One - but fiery passion:

She lived in me like a worm,

She gnawed at my soul and burned it.

Passion absorbs a person, captures his thoughts, and everything else that is not related to the subject of passion seems secondary, irrelevant, is overlooked and forgotten. For example, scientists, passionate about their work, did not attach importance to their appearance, forgot about sleep and food.

An important characteristic of passion is its connection with the volitional sphere, since, having great strength and energy, it encourages a person to take action. At the same time, it is very important where the passion is directed. In terms of direction, it can be negative and positive. Passion for music, sports, science is positive. If passion deserves moral condemnation (passion for gambling, drugs, alcohol consumption), then it is negative passion. Under the influence of negative passion, a person is morally reborn.

As you know, a person is characterized by the experience of an emotional state from the satisfaction of his needs. Human feelings are based on both material and more complex needs - spiritual, which cause a special form of experience - higher feelings. The following types of feelings are distinguished:

1. Moral (moral) feelings are based on a person's moral assessment of their own and others' actions and actions in accordance with the learned moral norms and rules (goodness, justice, duty).

2. Intellectual feelings accompany the process of cognition and creativity. Surprise and curiosity, curiosity and joy of discovery, doubt - all this is evidence of the interconnection of intellectual and emotional moments. A striking textbook example from the life of Archimedes, who jumped out of the bathroom into the street shouting "eureka!", illustrates the emotional "coloring" of creative and research activities.

3. Aesthetic feelings represent the emotional attitude of a person to the beautiful in nature, art, in people's lives. They enrich the personality, give it individual originality.

Moral, intellectual and aesthetic feelings are experienced by a person in activity and communication.

The fact that a person is experiencing a particular emotional state can be recognized by the expression of his facial expressions (movement of the muscles of the

face) and pantomimics (movement of the muscles of the body). The emotional state of a person is most vividly reflected on his face, since the muscles of the face are very mobile and can convey a wide variety of feelings, depending on the internal state of a person. For example, fear is expressed in dilated pupils, trembling, pallor; wide-open eyes, pale skin, trembling voice are characteristic of horror. In a state of boredom, a person seems tired, he has nothing to do, while his eyes do not shine, he often yawns. Joy manifests itself in the shine of the eyes, in the reddening of the face. After all, it is joy that we most often associate with success, with fulfilled hopes. The expression of the mouth is also closely related to our feelings; if the corners of the lips are pulled down, the lips are compressed - this is a sure sign of resentment.

Expressiveness of movements also plays an important communicative role, helps communication between people and provides emotional contact between them. As a rule, the emotional reactions of a person, his condition are accompanied by certain physiological reactions: changes in blood pressure, pulse and respiration rates, and also changes in the activity of the heart; the work of the lacrimal and sweat glands increases, etc.

Since ancient times, mankind has established a connection between the fear of revealing a lie and some physiological processes in the body. For example, in ancient China, a criminal suspect was forced to chew dry rice flour during interrogation; if a person could not swallow it, then he was found guilty. This reaction is due to the fact that with false indications, a person's salivation decreases, which makes it difficult to swallow.

A characteristic feature of the physiological manifestations of sadness is its paralyzing effect on the muscles of voluntary movement. In this case, a person has a feeling of fatigue, slow movements are observed. The eyes seem large. A person constantly feels a feeling of chills and cold due to the fact that muscles relax, blood vessels are compressed and tissues are bled. A sad person can be recognized by his appearance: he walks slowly, his arms dangle, his voice is weak and soundless. In general, grief ages a person and worsens his appearance.

A person's joy is accompanied by increased blood flow to the skin, he turns red, becomes "warmer". A rejoicing person gestures, laughs, sings, is in a good mood. Joy rejuvenates, makes a person more beautiful and more cheerful.

Scientists believe that emotions are a special mechanism for compensating for the lack of information, information that a person needs to organize his behavior and achieve a goal. Negative emotions arise in conditions of a lack of information, for example, the emotion of fear develops with a lack of information necessary for protection. Positive emotions arise when there is enough information available.

However, a life completely devoid of negative emotions is impossible. There is an opinion that negative emotions in a certain combination with positive ones should not be harmful, but beneficial to the body. Experiments on animals have confirmed this opinion.

Forms of expression of emotions depend on the accepted rules of decency. For example, it is not customary for us to laugh out loud in public places and attract everyone's attention by the manifestation of our emotions. In some parts of Africa, laughter is not a sign of amusement, but an indicator of amazement and confusion.

The manifestation of emotions is also associated with a person's temperament, upbringing and habits. Sometimes the emotions familiar to a person leave a kind of imprint on the expression on his face. No wonder they talk about the faces of anxious, surprised, cheerful. 3. Any act of business communication, determined by the factors discussed above, can be presented as role behavior. "Role" is a way of behaving, given by the society. It consists of two variables - the basic psychological attitudes of our "I" and the expectations of other people. It happens that during one day a business person has to "play" several roles: manager, colleague, subordinate, negotiating partner, etc. In all cases, the prerequisite for success is not only a comprehensive and deep analysis of the business situation, but also the readiness for success, due to the state and orientation of our "I". The majority live their whole lives without using the opportunity to completely control their own feelings, not realizing that this is the only thing that is subject to our will.

Therefore, it is necessary to constantly develop positive thinking. A positive perception of reality means that people should focus their efforts on solving problems, and not complain about their existence. The winner "bites" into the problem, while the loser tries in every possible way to get around it, but constantly bumps into it. There are only two types of problems: problems that we can solve and problems that we cannot do anything about. Positive thinking involves abandoning fruitless lamentations about contrived and not yet existing difficulties. It is all the more unproductive to envy others - it is better to rejoice at their advancement and ask them for advice on how we can achieve success in our activities.

7. The basic psychological attitudes of our "I" are formed as a result of the consolidation of the most frequently repeated reactions, positive or negative, to the people around us. They include both self-assessment and our assessment of those with whom we communicate. People who have negative feelings about themselves tend to accumulate negative impressions of their own personality throughout their lives. Those who feel positive about themselves tend to gradually build up and intensify positive self-perceptions.

Four types of attitudes are possible in relation to the surroundings:

"I'm good - you're good." This is the most moral and productive attitude, since in most cases we are harmed not by intent, but by thoughtlessness, because of our moral immaturity. People with this attitude know their worth and expect others to do them justice. They work and collaborate constructively. These are "winners", they "win".

"I am good - you are bad." This attitude is characteristic of those who are not capable of constructive self-affirmation. They push responsibility for their problems onto others and, in case of failure, try to find a scapegoat among colleagues or subordinates, to vent their frustration on them. In this case, imaginary self-affirmation occurs at the expense of humiliation of others, which is immoral and unproductive.

"I'm bad - you're good." This attitude is typical of people with an inferiority complex who feel powerless compared to others. They often tend to avoid close contact with others or stick like parasites to strong personalities. Often such people are depressed.

"I am bad - you are bad." This attitude leads to self-degradation of the personality, gives rise to a feeling of hopelessness and loss of interest in life. People with this

attitude are easily annoyed, prone to severe depression, and unpredictable. They walk in a vicious circle and don't come anywhere.

Few people stick to exclusively one of these four attitudes, but one of them, as a rule, dominates. Therefore, it is especially important, constantly working on oneself, to consciously and purposefully strive to strengthen the feeling of "everything is in order", to overcome the negative attitude towards others and oneself.

The study of the characteristics of group and individual behavior cannot be successful without taking into account the general cultural and historical background, called the macroenvironment of the individual.

The study of the macroenvironment of a person involves the identification and analysis of objective factors that, to one degree or another, determine the behavior of an individual. It is important to note that determination can be both direct and mediated.

One of the possible approaches to the problem of the cultural and historical background of human behavior involves its study at two levels: global and regional.

The transition of the world community to the post-industrial stage has qualitatively changed the state of the macroenvironment of the individual. In particular, instead of the traditional confrontation between the East and the West, they are increasingly talking about the confrontation between the rich North and the poor South. The scientific and technological revolution is gaining momentum in a number of macroregions of the planet. Significant changes are observed in the political sphere: if earlier the economic domination in the world was directly dependent on the capital accumulated by the country, material wealth, nowadays the symbol of power is control over energy resources and world information networks.

The transition of mass communications to a fundamentally new level of manipulation of the consciousness of the masses should be considered a global trend in the development of the modern macroenvironment. Through television series, commercials, entertainment programs, computer games, etc. the modern man in the street lives simultaneously, as it were, in two worlds: real and fictional, virtual.

A massive flow of specially selected information, primarily political and commercial advertising, leads to the loss of individuality by an individual, its one-dimensionality, standardization of material and spiritual needs. Modern marketing is not limited to the study of demand, but actively forms it in the interests of the manufacturer.

At the regional level, along with the mass media already discussed, the following macro-environment factors most actively influence human behavior:

- demographic - population density, birth and death rate dynamics, life expectancy, migration processes, etc.;
- natural and ecological, including the size of the territory, climate, mineral reserves, features of the ecological situation, etc.;
- scientific and technical factor - a stage in the development of scientific and technological progress, the technologies used, the level of computerization, etc.
- economic, including the level and structure of incomes, inflation rates, unemployment, etc.;

- political and legal, involving consideration of the dominant political regime, official ideology, the adopted system of laws and the degree of their observance, the situation in the field of human rights observance, etc...;

- sociocultural - customs, traditions, the dominant form of religion, national psychology.

An equally important role in the determination of human communication in business communication is played by the microenvironment of the individual - that part of the social environment with which the individual directly interacts in the process of social activity. It is important to single out two points here: a) the personality is influenced in a direct or indirect form by all, without exception, elements of the social environment, but mainly interacts with the microenvironment; b) a significant difference between the microenvironment is the presence of not only direct, but also feedback between the person and his environment.

In other words, the microenvironment is, first of all, the field of active social activity of a person, an objective combination of material and ideological factors with which a person directly interacts in the process of communicating with other people. Relationships that are social by their nature in a microenvironment appear in the form of interpersonal interaction based on either cooperation, cooperation, or competition and confrontation. "Informal", interpersonal relations should not be considered as an independent type of relations, since they represent a kind of psychological form of manifestation of real-life economic, political, legal and other relations between people.

A social group is an important element of the microenvironment that mediates the determining influence of society on the individual. Consequently, the macroenvironment affects the personality both directly and in an indirect form, through its influence on those social groups in the life of which the individual is directly involved. The interaction between the individual and society within the microenvironment acts as an interaction between the individual and the social group.

A social group is a more or less stable concrete historical community of people in which a person realizes his objectively active essence. The participation of an individual in many types of social activity determines his belonging to a wide variety of social groups. Her immediate social environment is her family, study group, work collective, neighbors, interest groups, etc. Common to all these groups is the joint activity of people aimed at achieving common goals, which presupposes a certain coherence of actions based on the exchange of information and the existence of special means of control over the performance of individual functions. Conditionality by the objectively existing structure of social relations and relative independence constitute the distinctive features of a social group.

On the one hand, the internal structure of a social group is a reflection of the general conditions of the social environment. Any social group is directly or indirectly related to the reproduction of certain elements of the material and spiritual culture of society, depends on its social-class and ethnic structure, the prevailing political ideals and moral values.

On the other hand, it is characterized by autonomy, since general social conditions exist here in the form of special conditions for personal being, are refracted in the specific ideological and moral atmosphere of the group.

The working group plays a decisive role in determining human behavior within the microenvironment. It is here that the contradiction between individual and public interests is resolved, real boundaries and conditions of social activity are established, and a completely definite type of personality is formed. High social mobility, ample opportunities for enriching social experience are an essential feature of personality self-realization within the framework of modern society, which should not be neglected. As a well-known specialist in the field of social psychology B.D. Parygin, "what today for this or that individual is a macroenvironment, that is, an environment that goes beyond the framework of everyday existence, communication, tomorrow may turn into the most important factor in his life evolution".

8. Each person in the process of interpersonal communication strives to make a positive impression on the people around him, that is, to create a positive image of himself in their view. It is not for nothing that the proverb is known: "They meet by their clothes, they see them off according to their minds." Modeling a positive image is the process of creating an image.

The term "image" has spread all over the world and has taken root in almost all linguistic cultures. The etymological concept of image goes back to the French "image", which means image, representation, image. A primordially Russian word carrying the same semantic load as the image - the image - has always existed. According to V.I. Dahl, the image is interpreted as a view, appearance, figure, portrait, written face ...

The famous psychologist Carl Jung believed that a person is judged by the mask that each of us wears in order to meet the requirements of society. Many people spend their efforts to polish the facade, external image, public image and thus demonstrate this or that style. However, the style, as a rule, is determined by the inner content of the person's personality.

Expressing her views on the problem of image, the English researcher Elery Sampson writes: "Your personal image is a picture of you. You must have an image! Whether you like it or not, others see what you yourself have chosen to show them. " She suggests considering the image as self-promotion. "The picture outside advertises what is inside," says E. Sampson.

Thus, the image is the visual attractiveness of a person, self-presentation, the construction of a person's image for others.

Initially, the image began to be studied in the West (mainly in the USA), as the main means of psychological influence on the consumer in the field of entrepreneurship. Many researchers from various fields of activity, primarily those engaged in commercial and political advertising, have become interested in the problem of the image and its use. Most foreign authors define the image as a way of psychological influence on the motivation of behavior, as a mechanism for managing mass and individual consciousness.

American image researcher Lillian Brown (imagemaker of five American presidents from Kennedy to Carter) believes that professional skill alone will not get you a job or a promotion. To do this, you need to win over the people with whom you work, that is, you need to create the desired image. It is believed that people judge us by the external impression we make during the first five seconds of a conversation. It

is such personality traits as appearance, the ability to conduct a dialogue that can play a decisive role in a career and throughout life. In domestic science, the study of this phenomenon began much later, which was associated with the existence of the command-administrative system of management, the lack of healthy competition, both in the economy and in politics, and, as a result, the condemnation of market management mechanisms. Only in the last two decades, articles began to appear first in periodicals, and later, works on the problem of image. The image was considered as the main means of psychological influence of the advertiser on the consumer, a means of manipulating the mass consciousness. Later, such a direction as imageology was formed in domestic science.

Domestic authors characterize the image as a collective concept. This is an individual appearance or halo, that is, that form of a person's life manifestation, created in order to attract attention to himself, thanks to which powerful personal and business characteristics are exposed to "people". Among them, priority should be given to good manners, erudition, and professionalism.

The image as a cultural socially conditioned bodily-aesthetic characteristics of a person is formed and maintained in the process of socialization, and is manifested and demonstrated in the process of imaging.

According to V.V. Boyko, image performs several functions in business communication. The main task is to build trust in a partner. The partner, of course, wants to deal with a decent, honest person who will not deceive or let you down, on whom you can completely rely. Neither the moral, nor the communicative, nor the professional qualities of a business person should be in doubt. Only in this case it is possible to conclude a deal with him, entrust his interests and material resources to him. With a measure of "to inspire confidence or not," people relate to politicians, lawyers, brokers, hairdressers - everyone on whom personal interest depends.

The ability to inspire trust in a partner is a special concern of a business person who counts on success. The more democratic the society is, the more important the role of the image that inspires the trust of partners in business interaction.

If a business communication partner inspires confidence, then his image also performs additional functions: it creates the preconditions for effective joint activities. If there is trust, it means there is a chance for the development of relations, there is an opportunity to openly express your problems and hope for achieving goals. There is trust - it means that unnecessary alertness disappears, communication proceeds in accordance with the preferred norms and in the desired manner.

One of the researchers of the image I.A. Fedorov names other functions that an individual image performs:

- function of mental protection - the image helps to hide your shortcomings, instill the desired self-image;
- social training function - creating an image, a person corrects own manifestations, adapting them to the fulfillment of group roles;
- illusory-compensatory function - the image allows you to compensate the stereotypical nature of ordinary life, as if "to play the unfulfilled";
- the function of social-symbolic recognition - through the image

a person demonstrates to members of the group his readiness to perform the respective roles, and other members of the group, thanks to the image, identify a potential partner in the individual.

Below will be given the main features of the image:

1. Often, an image is a stereotyped image of a specific object that exists in the mass consciousness. In other words, the image acts as a stable idea of the features, specific qualities and features characteristic of any phenomenon. At the same time, these qualities are not always really present in a given object, very often we ourselves, by the method of associations, endow the object with additional values (social, psychological, aesthetic, etc.) that have no basis in the real properties of the object itself, but have social significance for the perceiver. such an image. "Image" blocks the rational cognition of the object and at the same time, by its suggestive influence, creates a specific socio-psychological setting for action. Therefore, image makers consider this phenomenon as a way of manipulating consciousness, people's actions and the main means of influence determine the suggestion. Thus, the image endows a person, a phenomenon, an object with properties and characteristics, possibly earlier and inherent in them, but at the same time turning them into basic qualities. As a result, the concept of the object is radically changed. Hence, the main feature of foreign studies is that the concept of "image" is used in a specific meaning - "imagebuilding" ("construction" of images) to indicate a special type of image-representations, widely used by various social institutions that form attitudes in the mass consciousness.

2. An image is a kind of synthetic image (clothes, manner of speaking, hairstyle, etc.) that develops in the mass consciousness of people in relation to a specific person, organization or other social object (product, profession, etc.). It contains a significant amount of emotionally colored information about the object of perception and encourages certain social behavior.

3. The image can be understood not only as a certain subjective content of mass or individual consciousness (assessment, attitude), but also as a mandatory objective set of attributes of an individual (for example, clothes, hairstyle, makeup, etc.) or an entire enterprise (its products and services, promotional items, etc.) and even the country.

4. The image can be formed spontaneously, as a "natural" result of the activity of a person or organization, as an assessment of the real characteristics of the processes and products of this activity in the social environment. However, most often the image is formed purposefully, highlighting certain value characteristics or, with the help of associations, endowing the object with additional values that are not available (social, political, socio-psychological, aesthetic, etc.), thereby contributing to a more purposeful and emotional perception and emotional

psychological impact on someone in order to popularize. The point is that a person or an organization can purposefully create a beneficial image for themselves using special socio- and psychotechnical means. Such an image may have little to do with the real state of affairs (the most striking example here is the activities of the notorious "MMM"). Most often it is the result of the work of specialists in the field of political psychology, advertising psychology, marketing, etc.

5. Any image is based on subjective assessments of a person (like it or not, inspires confidence - does not inspire), i.e. it necessarily includes emotional elements - feelings, experiences, affects, etc.

6. A business partner has to maintain his image throughout his professional life. Even if you have achieved your basic career goals, you will have to constantly engage in self-presentation in order to remain a competitive person.

7. 90% of how a client, a colleague perceives you, relates to clothes. Choosing clothes for every day, we demonstrate our taste, individuality and attitude towards the rest of humanity. By dressing in the same way as others, we show which "community of people" we belong to.

Image types:

- corporate (image of a company, firm, enterprise, institution, political party, public organization, etc.);

- individual (the image of a politician, businessman, artist, leader, leader of a social movement, etc.). The content and mechanisms for the formation of these images will be different, but they are related.

F. Dzhevkinz, a supporter of the functional approach, offers the following types of image:

1. Mirror - an image inherent in our self-image.

2. Current - a variant of the image, characteristic of the view from the outside.

3. Desired - the type of image reflects what we are striving for.

English researcher E. Sampson, speaking about personal image, distinguishes three types of image depending on the combination of external and internal factors:

- self-image follows from past experience and reflects the current state of self-esteem, self-confidence.

- the perceived image is how others see us. Naturally, this point of view may differ from the previous one. We often do not know how they really treat us, how they really think about us.

- the required image means that a number of professions (roles) require certain image characteristics. In some cases, the type of clothing contributes to this. A military uniform, a judicial robe, a royal crown - all these are image signs indicating the performers of specific roles, they seem to be included in the required set of symbols necessary for the performance of these roles.

Depending on the spheres of activity, on the different social context in which the image is formed, one can distinguish the image in politics (and politicians), the image of the business, the image of the mass media (the image of pop stars), the image of the organization, the image of the country. These images differ both in content, and in the mechanisms of their formation, and in the forms of manifestation.

Thus, the formation of the image can and should be included in the system of rational social management, since a wide layer of still unused managerial reserves is hidden here. Not all practitioners, managers have realized the importance of image in the presentation of themselves, their firms and organizations, many continue to act according to the well-known advertising slogan: "Image is nothing, thirst is everything!" And they lose in the competition.

The components of the image and the mechanisms of its formation

With the increasing importance of information components in the life of society, the requirements for the formation of the image increase. It becomes a full-fledged information product, and not just an image based only on emotional perception. The work on it is based on objective laws and processes, thereby more and more approaching the science of "impression management" and moving away from art.

Attention to the image has been actualized in recent years in connection with the aggravated problem of choice faced by people (choice of goods and services, political parties and public organizations, leaders and leaders), and competition in various markets - consumer, political and others. In order to sell a product or service, to attract voters to their side, in order to successfully compete in the market, a firm, a public organization, a university or a bank must create an appropriate image for itself. It is no coincidence that the image is among such concepts as rating, reputation, fame, popularity, prestige, authority, etc.

The structure includes:

Natural component - physical, psychophysiological characteristics, temperament, age, gender, organic lesions.

The personal component is the qualities acquired by the individual as a result of education and upbringing: moral, communicative, intellectual, emotional-volitional, etc.

Professional component - qualities associated with professional experience and activities: professional competence, knowledge, abilities, skills; individual style of professional activity.

The behavioral component reflects different aspects of a person's behavior in different situations: leadership behavior in general, behavior in difficult situations, adherence to business ethics, etc.

According to this structure, the image is integrity, which includes the characteristics that determine its individuality. Among the designated characteristics, there are not only natural personality traits, but also those that can be created artificially.

The structure of the image can be presented in another way.

Here the image is made up of components bearing symbolic characteristics:

The visual component is a person's posture, physical attractiveness, clothing, its color and style; status symbols, etc.

Audio component - voice timbre and intonation; manner of speaking, speed and volume of speech, articulation, etc.

Kinesthetic component - gestures, body movements, facial expressions, direction and movement of gaze, etc.

Olfactory component - human odor effect.

Topics for discussion

1. Specificity of perceptual processes in management activities.
2. Mnemonic processes in management activities.
3. Specificity of thinking in the activities of a leader.

4. Essence and functions of the leader's image.
5. Components of the leader's image.
6. Mechanisms of image formation.
7. Signs of a good image.
8. Collective individualism of our time as the basis of personality modification.
9. Regional factors of the macroenvironment: demographic, natural and ecological, scientific and technical, economic, political and legal, socio-cultural factor, geopolitical factor.
10. Subject-activity interpersonal interactions of a person and social groups in the microenvironment.

Means and Forms of Business Communication

1. Rules of speech etiquette.
2. The main forms of business communication
- 3 logical rules of argumentation
4. Non-verbal means in business communication.
5. Paralinguistic features of non-verbal (non-verbal) communication.
6. Negotiation as a kind of communication
7. Negotiation Strategies and Negotiation Dynamics
8. Preparation for negotiations
9. Negotiating
10. Analysis of the results of negotiations and implementation of the agreements reached

1. Communication, being a complex socio-psychological process of mutual understanding between people, is carried out through the following main channels: speech (verbal - from the Latin word oral, verbal) and non-verbal (non-verbal) communication channels. Speech as a means of communication simultaneously acts both as a source of information and as a way of influencing the interlocutor.

Verbal communication. Speech is the mental process of using language to exchange information, communicate and solve other problems. Human speech develops and manifests itself in unity with thinking. The content and form of a person's speech depend on his profession, experience, temperament, character, abilities, interests, states, etc. With the help of speech, people communicate with each other, transfer knowledge, influence each other, and influence themselves.

Speech culture is the art of verbal communication in compliance with certain requirements and conventions prescribed by modern norms of language communication. The success of business contacts, business negotiations largely depends on how much you know your language, that is, how well your speech culture is developed. And it consists in, firstly, to convey to your partners through the means of verbal communication your business proposals, to interest your interlocutors, to convince them of their reality, secondly, to correctly perceive the attitude of your partners to the proposals made and, thirdly, as a result of mutual agreements to work out joint solutions.

In order for business speech to fulfill this complex task, you should consider the requirements that it must meet:

First, a business speech should be as short, clear and precise as possible. It is necessary to avoid unjustified verbosity, idle talk, aimless chatter. Every business person must master the art of speaking strictly to the point, that is, briefly, accurately and clearly.

Secondly, business speech should avoid low style. Every business person should treat his business with respect and expect to be treated with respect by other people. In order for speech not to be low, it should not be worn-out, consisting of primitive words, verbal phrases and expressions borrowed from everyday vocabulary. And it is completely unacceptable to use in business speech and in general in relations between business partners, the so-called profanity and obscene words. A person's untidy, dirty speech makes the same repulsive impression as his untidy, dirty clothes. A business person must observe speech hygiene - not to allow dirty and low words, offensive to the ear, into circulation. Business speech should be distinguished by correctness, accuracy, and certain restraint. A business person should always know what should be said in detail, what should only be mentioned, what should not be touched upon at all.

Thirdly, business speech should be expressive. This means that it should not be dry, lethargic, or colorless. Dry, expressionless speech is unattractive, it will interest and captivate few people. And in order for speech not to seem dull, boring, it must differ in phraseological, morphological, lexical, syntactic and intonational diversity. It is the variety of linguistic means that makes our speech rich and vibrant. But this does not mean that it should be complicated and pretentious - such a speech will seem abstruse. The clarity, attractiveness and persuasiveness of our speech is achieved only in simple and understandable language. A good business speech should be distinguished by liveliness and expressiveness. It must be inherent in beauty and nobility, it must reflect the moral and ethical foundations, the general educational, intellectual and cultural level of its bearer.

Fourth, a business person should always know when, to whom and what can and should be said. The same message can be expressed in different ways. You can still say to a close friend, for example, in hearts: "Tired as a dog!" But the doctor will be told about their condition: "I have increased fatigue." The nature of our speech must certainly correspond to the situational role of the message and the social status of your interlocutor. Slang words, slang phraseology are permissible only between members of the same social group. Probably, only between students of the same course such phraseology can be acceptable when exchanging news: "Yesterday I dropped the test!" Business language should not allow extremes, ranging from slang vocabulary to scientific terminology, except for cases when the subject of discussion is related to a narrow-profile area and requires special terminology.

And finally, a business speech should be distinguished by impressive force and persuasiveness. This means that she must grab the attention of the interlocutor, arouse increased interest, be remembered, make one think, she must convince with her judgments and arguments. Persuasiveness is the main synthetic criterion for business speech. An entrepreneur who knows how to convince those with whom he enters into business interactions will always win over those who do not have such a quality. In order to have the ability to evoke a strong impression with your speech, to be able to convince the listener, to achieve acceptance of your point of view, agreement with you, you need to develop your speech culture in every possible way.

Thus, the aggregate indicators of the quality of business speech are:

brevity, clarity, precision, purity, correctness, originality, intelligibility, expressiveness, impressive strength and persuasiveness.

Do not forget and neglect the norms of the literary language and business etiquette. Verbal service etiquette requires that the same yardsticks be applied to all team members when evaluating their work. A boss who uses different measures in assessing, depending on personal likes and dislikes or any other non-business relationship signs, discovers a quality that is considered almost the most negative for him - injustice. Therefore, in the approach to subordinates, the principle of emotional neutrality is most appropriate, requiring all employees to be treated equally and with restraint, regardless of personal likes and dislikes.

2. Business communication is realized in various forms: business conversation, business negotiations, business meetings and meetings, interviews, public events according to the plans of the administration, educational events, public speeches, oral and written orders, reception of visitors and guests, exhibitions and conferences, disputes, discussion, polemics, telephone conversations, business correspondence, informing employees, etc. Business conversation is understood as verbal communication between interlocutors who have the necessary authority from their organizations and firms to establish business relations, resolve business problems or develop a constructive approach to their solution. Business negotiations involve conflicting or even conflicting interests of the parties involved and require the parties to be able to reach a reasonable agreement. A reasonable agreement meets the legitimate interests of both parties as much as possible, fairly regulates conflicting interests, is long-term, takes into account the interests of society, does not spoil relations between the parties. Discussion is a process of promoting and resolving problems through comparison, collision, assimilation, mutual enrichment of the subject positions of the participants (the opinions of the participants on the essence of the problem being solved).

A telephone conversation is a contact in time, but distant in space and mediated by special technical means, communication of interlocutors. Accordingly, the lack of visual contact increases the load on the verbal means of interaction of communication partners. Pros of telephone communications:

- communication is not visually, which means that no negative emotions are visible that can strain, stop or knock down the person conducting the negotiations. Also, the interlocutor will not see his negative emotions either. This is useful in that it gives at least some kind of relaxation to both parties in a tense conversation;
- complex texts and phrases can be prepared for yourself in advance and read, i.e. training good “high-level” specialists is much easier because it consists of coming up with good texts that are easy to read. But the ability to read, as if this text was not written on paper, is not given to everyone, but this can also be learned;
- you can easily interrupt the conversation. This, of course, is wrong and in no case should you hang up when communicating, but the realization that the person on the other end of the line cannot do anything (shout, kick out) adds confidence in the conversation.

The traditional type of business communication is business speech, which can be spoken or written. The fundamental difference between written business speech and oral speech is the clarity of the form and the clarity of the content. She does not allow

different interpretations of sentences and guarantees responsibility for each word. Wordy expressions of respect and respect are removed from it. At the same time, it retains to this day a number of ethical norms and rules that preserve humanity in it and limit its clerical character. The quality and effectiveness of written business communication is determined by the following components: content; availability; literacy; correctness; relevance; time of delivery.

The main types of written business communication include: business letter, advertising text, memo, certificate, telegram, telefax, email, etc.

In the process of business communication, all these types have some common stages of preparation and drafting:

- study of the essence of the issue (content, its purpose);
- preparation and writing of a draft text;
- approval of the draft document; • signing by the head of the organization;
- registration and dispatch to destination.

Business writing is a traditional, common and accessible form of business communication. A business letter is a written appeal to an official, drawn up in accordance with the rules of correspondence. Writing remains the primary means of communication between different businesses, organizations or institutions. With the help of business letters, information is exchanged, proposals are made, negotiations are underway, claims are made, thanks are expressed, etc.

For a business letter, it is customary to use a letterhead with an emblem, full name, postal and telegraphic addresses, fax (e-mail) and bank details of the organization. At the same time, the generally accepted rules for their design are observed, the violation of which can significantly reduce the effectiveness of the content of a business letter and make it difficult to achieve its goal.

In a market economy and aggravation of competitive relations, the role and volume of advertising communications are increasing. Advertising texts should be, first of all, attractive in form and content. They are required to be concise, informative and accessible. Electronic communication, telegram, fax - these are the most common methods of transmitting information in modern business communication by means of mechanical, light-optical and electronic devices. They allow you to transmit various information and receive it with reproduction in the form of a copy (facsimile). The main requirements for these types of communication: • brevity, clarity and legibility of the content of the text; • design in accordance with official rules; • absence of difficult to pronounce words and complex phrases; • compliance with technical requirements for the volume of text, paper condition, font, etc.

3. The main thing in the work of a businessman is the development of the correct management decision, the ability to prove his loyalty to his partners or clients or refute their arguments. It is argumentation based on the laws of logic that helps to correctly measure near and distant goals, develop the ability to "look at your feet, but see the horizon", combine current benefits and future benefits.

Argumentation is a purely logical process, the essence of which is that it substantiates the truth of our judgment (i.e., arguments or, as they are more simply called, arguments).

Argumentation succeeds when the rules of proof are followed. Let's start with the rules for formulating the subject of our proof, that is, with the rules for constructing a thesis.

1. The thesis of the proof must be formulated clearly and clearly. At the same time, ambiguity should not be allowed (For example, the formulation of the thesis "laws must be fulfilled" is ambiguous, because it is not clear what laws are being discussed: the laws of nature, or the laws of social life that do not depend on the will of people, or legal laws that depend only on the will of citizens).

This requirement is very important, because any mistake in the choice of a word, the possibility of a double interpretation of a phrase, a fuzzy form of presentation of thought - all this can be interpreted against you when you want to prove something.

2. In the course of the proof, the thesis must remain unchanged M, that is, the same statement must be proved. Otherwise, you will not be able to prove your point. This means that throughout the entire proof, one cannot deviate from the original formulation of the thesis. Therefore, throughout the entire proof, you need to keep your thesis formulation under control.

Now let's look at the main mistakes in the construction of the thesis.

1. Loss of the thesis. Having formulated the thesis, we forget it and move on to another thesis, directly or indirectly related to the first, but in principle already different. Then we touch on the third fact, and from it we move on to the fourth, and so on. In the end, we lose the original thought, that is, we forget what we began to argue about.

2. Complete substitution of the thesis. Having put forward a certain position, you begin to prove something different, close or similar in meaning, that is, you replace the main idea with another.

The substitution of the thesis arises as a result of sloppiness in reasoning, when we do not first formulate our main idea clearly and definitely, but correct and clarify it throughout the proof.

A kind of substitution of a thesis is a trick, when, when discussing specific actions of a certain person or solutions proposed by him, he imperceptibly goes over. discussion of the personal qualities of this person, that is, as the saying goes, "they become personal" and begin to remember his previous sins that are not related to the issue under discussion.

Another type of thesis substitution is a mistake called "logical sabotage." Feeling the impossibility of proving or refuting the position put forward, the speaker tries to switch his attention to discussing another, possibly very important statement, but not having a direct connection with the original thesis. At the same time, the question of the truth of the thesis remains open, because the discussion is artificially switched to another topic.

3. Partial substitution of the thesis, when in the course of a conversation we try to modify our own thesis, narrowing or softening our initial too general, exaggerated or overly harsh statement.

If in some cases, under the influence of counterarguments, we seek to soften our very harsh assessment, because in this case it is easier to defend, then in other cases the opposite picture is observed. So, the opponent's thesis is often tried to be modified in

the direction of its strengthening or expansion, since in this form it is easier to refute it.

For arguments to be convincing, the following requirements are imposed:

1) only such provisions can act as arguments, the truth of which has been proven or they do not cause any doubts at all;

2) the arguments must be proven regardless of the thesis, i.e. the rule of their autonomous justification must be observed; arguments must be consistent; arguments must be sufficient.

So, the requirement of the truth of the arguments is determined by the fact that they play the role of the foundation on which the whole proof is built. The arguments must be such that no one doubts their indisputability, or they must be proven earlier.

Violation of this requirement results in two errors. The first of them is called "false argument", that is, the use of a non-existent fact as an argument, a reference to an event that did not exist, an indication of non-existent eyewitnesses, etc. The second error is "anticipation of reason" when the truth of the argument is not established with certainty, but only assumed. In this case, unproven or arbitrary provisions are used as arguments: references to conventional wisdom or assumptions made by someone, allegedly proving our statement.

The requirement for arguments to be autonomous means that arguments must be proven independently of the thesis. Therefore, before proving the thesis, you should check the arguments.

The requirement of consistency of arguments means that the arguments should not contradict each other.

The requirement for the sufficiency of arguments is determined by the fact that the arguments in their totality must be such that the thesis being proved would necessarily follow from them. A violation of this requirement often lies in the fact that in the course of the proof, arguments are used that are logically unrelated to the thesis and therefore do not prove its truth. This violation is indicated by the words: "does not follow", "does not follow." There are two kinds of errors here.

1. Lack of arguments, when they try to substantiate a very broad thesis with separate facts: generalization in this case will always be "too hasty." The reason: the lack of analysis of factual material in order to select from a multitude of facts only reliable and most convincingly proving our thesis. Usually the opponent in this case is told: "How else can you confirm this?"

2. "Excessive evidence". The principle "the more arguments, the better" does not always apply. It is difficult to recognize convincing arguments when, trying at all costs to prove their assumption, increase the number of arguments. By acting in this way, you will imperceptibly begin to present clearly contradictory or unconvincing arguments. But, as you know, "whoever proves a lot, he proves nothing. Thus, the sufficiency of arguments should be understood not in the sense of their number, but taking into account their weight and persuasive power.

The effectiveness of business interaction is determined not only by how clear the words of the interlocutor are, but also by the ability to correctly interpret visual information, i.e. mimicry of a partner, or gestures. It is the "reading" of the non-verbal,

expressive repertoire of the interlocutor that contributes to the achievement of interaction.

The means of non-verbal communication include, first of all, the following:

1. Skin contact. It is expressed in various forms - shocks, pats, strokes.
2. The distance between the communicants. The distance between business partners speaks about the attitude towards each other, about the degree of interest in the conversation.
3. Orientation, i.e. the position of the seated or standing partners in relation to each other. The orientation can change depending on the degree of cooperation or rivalry.
4. Appearance. The main goal is to communicate about yourself. Through the image, a business partner informs others about his social status, type of activity, self-esteem.
5. Body posture. A pose usually indicates an interpersonal relationship. The posture can vary depending on the emotional state of the person.
6. Head nod - used to approve or confirm something, also gives a signal for the partner to enter into a dialogue.
7. Facial expression (facial expressions) - makes it possible to demonstrate or hide emotions, helps to perceive the information transmitted through speech.
8. Gestures - used in conjunction with speech, thereby emphasizing it.
9. Glance - allows you to read a variety of signals. Eye expression is closely related to business communication.
10. Paraverbal and extraverbal signals. The meaning of the utterance can change from what intonation, timbre, the utterance used. Speech shades affect the meaning of the statement, signal emotions, the state of a person and his interest.

Body language is one of the varieties of "parallel" language, accompanied by human speech utterances.

The fact that a person is able to remain silent, but cannot completely control his body movements, provides a business partner who can "read" non-verbal information with an amazing "tool" in its capabilities, which allows him to adapt and readapt his communication tactics in accordance with the reaction (movements) interlocutor, depend on:

- its gender, anatomical features and type;
- the degree of introversion or extraverbal character;
- psychological, physical and spiritual needs;
- the degree of his mobility;
- places for conversations, negotiations, press conferences, etc. 1) optokinetic:
- gestures, facial expressions,
- pantomime - movement and posture, direction of gaze, eye contact,
- redness and blanching of the skin, stereotypes of motor skills).

In the process of communication, careful observation of the interlocutor's oculomotor reactions can provide information about the state of his consciousness:

2) paralinguistic: intensity, timbre, intonation of voice, quality of voice, range of voice, tone of voice.

3) extralinguistic: pauses, rate of speech, coherence of speech, laughter, coughing, stuttering.

4) proxemic: physical contact distance: personal space: intimate (0-40-45cm) personal (45-120-150cm) social (150-400 cm) public (400-750-800cm) angle of rotation to the interlocutor

5) subject contact, tactile actions: shaking hands, hugging, kissing, patting, pushing, stroking, touching, slapping, hitting.

6) olfactory - associated with smell.

The means of non-verbal communication can also be attributed to various conventions, with the help of which the communicator informs about something meaningful for him, addressed to the potential recipients.

A funeral ribbon (black in Russia and in the West, white in China) informs about the loss that has befallen a person.

Asterisks and gaps on shoulder straps - about a high military rank.

Tattoo - about the place that the offender occupies or occupied in the thieves' hierarchy
Hand with tattoos

1. Twice served a sentence in the VTK, "Served a greyhound", as evidenced by the crown (he was an "authority" in the colony).

2. Served a sentence for robbery.

3. "Thief-recidivist" (has the highest status in the thieves' environment).

4. Incurable.

5. Has 5 previous convictions.

6. He made two escapes from the ITK.

7. "Hello to thieves" (this subject is a "thief in law").

8. The bracelet is applied by those who have spent at least 5 years in the colony, on two hands - at least 10 years.

Groups of tattoos: demonstrative and protest content; aggressively threatening content; religious content; decorative and decorating character; sexual deviations and perversions; status in places of detention; hedonistic orientation.

5. In business interaction, "rhetorical tricks" are very often used. emotional pathogens. It is they who cause emotions and experiences in the partner. It is very important for business people to evoke not just emotions in the interlocutor, but precisely those with the help of which a certain result can be achieved. In order to achieve a positive result, it is necessary to take into account the psychotype of the opponent, his leading sensory channel.

A win-win option in business interaction is the energy of speech: its expression and tonal variation. The interlocutors like it when the partner does not fuss, but mints phrases, without hiding their positions on the subject of the conversation, emphasizing with all their appearance the confidence of their statements. It is the correct pronunciation of words and demeanors that contribute to turning your partner towards you and create a trusting situation.

The famous artist I. Ilyinsky wrote in his book "About Himself":

"... The intonations of the human voice are especially colorful, varied, deep and heartfelt when they are pronounced in a natural, not forcing voice, and when they are

pronounced in this way, they penetrate especially deeply into the soul of the listener, carrying the necessary thought."

By intonation we mean all phenomena, sound means of sound that are associated with the voice and do not require our attention to be concentrated on the content of what is said.

Speech is based on the use of the association mechanism. They represent the ability of the intellect to reconstruct past information in relation to that which is currently accepted by a person. The effect is achieved due to the fact that the speaker creates a field for business interaction, thanks to which the interlocutor participates and understands the partner more easily.

The following characteristics of the human voice are distinguished:

Speech rate.

- a fast pace of speech indicates the impulsiveness of the interlocutor, his self-confidence;
- calm, unhurried manner indicates equanimity, prudence, solidity;
- Fluctuations in speech speed reveal a lack of poise, uncertainty.

Volume.

High volume is inherent, as a rule, to the true strength of motives, or arrogance and complacency;

- Low volume indicates restraint, modesty, lack of vitality, weakness of a person;
- Large changes in volume indicate that the speaker is agitated. Articulation.
- Clear and correct pronunciation of words indicates internal discipline;
- Need for clarity - lack of liveliness;
- Vague pronunciation indicates compliance, uncertainty, gentleness, lethargy.

Voice pitch.

- Falsetto is inherent in a person whose thinking and speech are more based on the intellect;
- Chest voice - thinking and speaking are accompanied by increased emotionality;
- A high, piercing voice is a sign of fear and excitement;
- Low tone of voice - relaxation, peace and dignity. Mode or course of speech.
- Rhythmic speaking - richness of feelings, poise, as a rule, a good basic mood.
- Strictly cyclical, correct speaking - a strong awareness of what is experienced, willpower, discipline.

4. Distance is the distance that one person maintains relative to another, as well as unexpected movements that aim to change the distance, such as a sharp step back.

As you know, we do not let every person close to us. Our space is subdivided into four zones: intimate, personal, social, public.

Intimate area.

In English, the intimate area is called bubble, which means "bubble." Inside our bubble, we celebrate ourselves in safety. We keep people, whom we admit to the border of the intimate zone, at a distance. Trust, what exactly gives a pass close to us, and in other cases we protect ourselves from other people with a "shell".

In business interaction, it is not accepted to invade someone else's intimate zone, so many people find it difficult to endure situations when someone approaches closer than an arm's length (the border of an intimate space). A person himself wants to determine who he wants to see in his intimate area. Thus, the one who invades the intimate zone of another person shows disrespect for the partner, thereby causing feelings of disgust.

The size of the intimate zone at any given moment depends on external and internal circumstances, namely:

- a) on the status of the one with whom the business communication takes place;
- b) from your own mood at the moment (or a sense of security).

The inability to determine the value of the necessary distance in relation to the client is most manifested in service workers. Violation of the intimate zone is characteristic of some managers.

The position of a person in a particular firm can be judged by some indicators. Such as, for example, the larger the desk, the higher the status of its owner. But the larger the table, the greater the distance between business partners.

Learning to recognize distancing signals will help you determine who is the main person in business negotiations. Observe who is allocated more space by others - this is the person who makes the main decisions.

Intimate distance zones differ in distance depending on a particular cultural environment:

In Western Europe, they are 60 cm.

In Eastern Europe - 45 cm.

In Mediterranean countries, this is the distance from the tip of the toe to the elbow.

Violation of the boundaries of the territory, especially the intimate space of a business person, is accompanied by signals from the body, namely:

- a) restless fidgeting, signaling a desire to leave;
- b) throwing one leg over the other, away from the invader - turning to the side and preparation for escape;
- c) tapping fingers (internal alarm signal);
- d) resting on hands with the intention of getting up, which signals the desire to get up and retire;
- e) closing your eyes: "I don't want to see you come so close to me";
- f) lowering the chin to the chest: "I obey, yes, I'm scared and I protect my neck, leave me alone. "
- g) grabbing objects, especially pencils, which then, in most cases, turn their sharpened end towards the "occupier".

Personal area.

This area is leveled from 45 to 120 cm. Normal business interactions and communication processes should take place in this space. It is from this zone that a sudden invasion of the intimate zone occurs, the transition is carried out smoothly.

Personal or impersonal distance is characteristic of such forms of business interaction as business negotiations or a friendly meeting, receiving visitors and consulting.

Let's give an example of F. Nietzsche: porcupines, in order not to freeze, huddle together, but at the same time they are so tightly pressed that they prick with their needles. Thus, in order to develop a demeanor from the point of personal distance, one should look for intimacy, so as not to “freeze”, and to avoid any intimacy that can “hurt”.

Speaking about business interaction, this rule can be formulated as follows: if we suddenly find ourselves pressed against others, then we are forced to communicate with them. However, this rule applies to each crop differently. For example, the Japanese suffer from crush much less than other peoples. And for residents of Western Europe, North America, the listed rules are mandatory. Business partners in such situations should avoid close eye contact, try to freeze and not talk to each other, unless when necessary. Russian business people must follow these rules.

Social area.

The social zone is the distance at which we keep from people whom we do not know very well or do not know at all, as well as when interacting with a small group of people. Usually, it is customary to use this distance for a group meeting of business people.

In business interaction, such communication is carried out at a distance of 1.2 - 3.5 m. The social zone borders on the personal one, it is intended, as a rule, for business contacts. It is very important that the partners fix the body signals, which indicate the approach to the "permissible" border. After all, the negative reaction and psychological discomfort in violation of the distance occur unconsciously.

This should be remembered by everyone who works in the field of communication with clients.

The social zone gives business partners an opportunity not only to hear each other, but also to see; as a rule, the gaze should be directed to the face and hands. Because a person's palms are adapted to cover their face, and with such interaction (palms and face), a person seems to be hiding something.

The number of such gestures increases when one of the participants in the business interaction is lying. The most commonly used gestures are those used by liars, but such gestures can be easily "counted": stroking the chin, covering the mouth, touching the nose, rubbing the cheek, stretching the earlobe, etc. These gestures mean either self-punishment or calming down.

A lot of information in business interaction can be obtained by observing the movements of the "hand-nose". Movements such as touching their own nose are made by insecure people. The states of thoughtfulness and passivity can be associated with such movements.

All these ligaments are clearly visible only at a distance, therefore, once in the social zone of communication, it is advisable to control yourself as best as possible and carefully observe the partners of collective interaction.

Public area (communication area).

The public area is the preferred distance when interacting with a large group of people, with a mass audience. Public zone starts at 3.5 m., and the greater the distance with the audience, the more important is the use of audio-visual aids. This is necessary

so that the audience can not only hear the words, but also “read” non-verbal information that is told about the degree of their sincerity or deceit.

This zone is usually called open. The size of this area is not limited.

Thus, in business interaction, an important element of etiquette is the observance of the boundaries and zones of interaction; violation of this rule is fraught with the most serious consequences.

The use of communication zones, the greater or lesser freedom of action in them, very clearly characterize the business partners.

Examples. Imagine yourself as five managers you don't know each other. They all gathered in the same hotel, because all of them were invited as participants to the seminar. They don't know that they are members of the same group. And here they are, from the breakfast room, waiting for the elevator. They, silently, pace back and forth like five penguins, while keeping the maximum possible distance from each other, and fascinatedly watch the blinking of the lights of the elevator descending towards them. The elevator doors open, they enter without touching each other, and in the same way they are located in the car, so that everyone could, if possible, protect their intimate area. They stand as straight as sticks and wait for the elevator to reach the assigned floor. Finally, the elevator doors open and they leave. Coming out of the cab, the managers read the information on the notice board, from which it becomes clear to everyone that it is necessary to proceed further to another room, say, to room 221, and they go ahead, keeping the same distance. They enter the room where the seminar will take place and look for their seats. They identify them, they finally glance at each other and note that they are already a little familiar, then bow slightly to their involuntary companions, before their eyes continue to wander around the audience, consider other participants "completely alien" to them.

An interesting fact is that as soon as people enter someone else's territory, they immediately "capture" their place and after a break, everyone is guided by it, it becomes, as it were, a part of their intimate zone.

Knowledge of such facts enables business people, on the one hand, to observe the "rules of the game", on the other hand, to use the spatial characteristics of the transformation of interaction scenarios.

6. Negotiations as a special form of social interaction have a long history. However, negotiations became an object of broad scientific research only in the second half of the 20th century, when special attention was paid to the art of conducting negotiations.

Negotiations are an integral part of business contacts. And their success depends not only on a good knowledge of the subject of discussion, but also on the mastery of the negotiation technique (which can hardly be presented in the form of an exhaustive set of ready-made recipes).

Negotiations as one of the types of communication have a number of distinctive features.

1. An important feature of the negotiations is that they are conducted in a situation with heterogeneous interests of the parties, that is, their interests are not absolutely identical or absolutely opposite.

2. The complex combination of diverse interests makes the negotiators interdependent. Its members are limited in their ability to unilaterally pursue their own interests. The interdependence of the negotiators suggests that their efforts are aimed at a joint search for a solution to the problem.

There are two main types of negotiations - positional and principled:

- positional, the strategy of which is focused on a dispute about specific points (positions) in resolving a conflict issue. For example, a dispute about specific clauses of a contract, a dispute over price in the process of buying and selling. This strategy is more often called positional trading;

- principled (or negotiations on the merits) presuppose maximum consideration of the interests of the parties and joint development on this basis of a general agreement.

The two types of negotiations described above can also take place as:

- soft negotiations, when the parties are ready to make endless concessions to each other for the sake of reaching an agreement and maintaining good relations, which, in the end, leads to the adoption of a decision that is ineffective for both parties;

- tough negotiations, i.e. insisting at any cost on his own, usually extreme position, for the most part ignoring the interests of the other side.

7. Entering into negotiations, participants can use different strategies for their negotiation. The choice of a particular strategy depends on the situation in which the negotiations are being conducted, the willingness of the parties to realize the interests of each other, and the understanding of the success of the negotiations by their participants.

There are two main strategies for negotiating:

1) positional bargaining focused on a confrontational type of behavior.

Positional bargaining is distinguished by the following features: negotiators strive for the fullest possible realization of their own goals, caring little about the interests of their rivals; negotiations are being conducted on the basis of the initially put forward extreme positions, without the necessary alternatives and variations; attention is focused not on the similarities (even if there is one), but on the differences between the conflicting parties; the actions of the participants are directed at each other, and not at solving the problem; opponents seek to hide or distort information about the essence of the problem, their true intentions and goals; if the conflicting parties allow a third party to participate in the negotiations, they intend to use it to strengthen their own position, etc. As a result, as a rule, an agreement is reached that does little to satisfy each of the opposing parties.

The prospect of the failure of the negotiations may push opponents towards some rapprochement and attempts to work out a compromise agreement. Nevertheless, this does not exclude the resumption of conflict relations at the first opportunity.

Negotiation tactics for positional bargaining are:

- "overestimation of demands": negotiations begin with the advancement of unjustifiably high demands, which the opponents do not expect to meet, then, ostensibly yielding, present real demands;

- "placing false accents in one's own position": demonstrating extreme interest in solving any insignificant issue, staging a concession, which causes reciprocal concessions on the part of the opponent;
- "waiting": forcing the opponent to be the first to express his opinion in order to formulate his own point of view, depending on the information received;
- "salami": providing the opponent with information in very small portions to drag out negotiations;
- "stick arguments": the situation of psychological pressure on the opponent and the absence of counter-argument in response;
- "deliberate deception": distortion or communication of knowingly false information; lack of authority to make decisions on certain issues; lack of intention to comply with the terms of the agreement;
- "raising demands in ascending order": presenting more and more new demands;
- "making demands at the last minute": making new demands with the expectation of the opponent making concessions in order to preserve what has been achieved;
- "double interpretation": the introduction of the wording of the agreement with a double meaning, which allows you to interpret it in your own interests;
- "putting pressure on the opponent": a demonstration of force, presentation of an ultimatum, threat of termination of negotiations, warning of consequences undesirable for the opponent, in order to achieve concessions. Experts note the following disadvantages of positional bargaining: the conclusion of unreasonable agreements that do not meet the interests of the parties, when the "win-lose" strategy is implemented; an increase in the price of reaching an agreement (additional resource costs); increased risk of failure to reach an agreement; a real increase in tension, enmity and breakdown in relations; an increase in the number of participants in the negotiation process - the more there are, the more serious the shortcomings of this strategy become.

The relatively positive aspects of this strategy are possible in a situation of one-time conflict interaction, when the parties do not seek to establish long-term relationships. This can often mean refusing to negotiate altogether.

2) negotiations on the basis of mutual consideration of interests, which presupposes a partnership type of behavior of the parties.

The following features of the partnership approach are highlighted: the mutual desire of the participants in the confrontation for positive interaction within the framework of the "win-win" model; joint analysis of the problem and options for its solution in the interests of both sides from the standpoint of partners, not opponents; focusing not on contradictions, but on the interests of opponents, recognizing them as the essence of the problem being solved; focus on finding mutually beneficial solutions to the problem, increasing the number of possible alternatives; the use of objective criteria for the development of a mutually beneficial agreement without the pressure of opponents on each other; implementation of socio-psychological techniques of cooperation, compromise and non-confrontational techniques.

Tactical methods of negotiating on the basis of a partnership approach include:

- "a gradual increase in the complexity of the issues discussed": discussion from simple to complex;

- "dividing the problem into separate components": an attempt to solve not the whole problem at once, but its individual aspects, gradually reaching mutual agreement;

- "moving controversial issues outside the framework of negotiations": refusal to consider controversial issues, which allows you to reach partial agreements;

- "one cuts, the other chooses": giving one the right to divide fairly (powers, territory, functions, etc.), and the other - to choose from two or more parts a certain part in order to make the most accurate division;

- "underlining the community": focusing on the aspects that unite opponents: interest in a positive result of negotiations; the interdependence of opponents; the desire to avoid further material, moral losses, etc. The strategy of negotiating based on taking into account mutual interests, with all its merits, should not be

absolutize, since certain difficulties arise in its implementation: the choice of this strategy cannot be one-sided, only mutual; the orientation of opponents towards partnership does not happen immediately, it takes a certain amount of time; the implementation of the conflict resolution strategy within the framework of the "win-win" model is unacceptable in negotiations over a limited resource that rivals claim to possess, in this case a compromise is required. For example, an equal division of the subject of disagreement and perception, an assessment of such a solution by the conflicting parties as the most fair and beneficial.

It should be borne in mind that a clear distinction between the strategies of positional bargaining and the partnership approach is possible only within the framework of scientific research. In real practice of negotiations, they are usually combined. The question is what strategy the negotiators are guided by to a greater extent.

8. Thorough preparation for negotiations is the key to their success. The preparatory period can begin long before the actual start of negotiations and includes two main aspects: organizational and substantive.

Regardless of the topic of the upcoming negotiations, in the course of their preparation, the parties must agree on a number of procedural issues.

- Choice of the place and time of the meeting.

- Determination of the agenda - The agenda acts as a tool for regulating the course of negotiations (the range of issues for discussion is determined, the order of their discussion is established, the issue of the duration of the opponents' speeches is decided).

- Formation of the composition of the participants in the negotiations. In this case, it is necessary to resolve such issues as: who will lead the delegation, what will be its quantitative and personal composition. The content aspect includes:

1) analysis of the problem and interests of the parties;

2) an assessment of possible alternatives to a negotiated agreement;

3) determination of the negotiating position; Most often, negotiators mean by a position an officially declared point of view, a view of the problem

4) the development of various options for solving the problem and the formulation of appropriate proposals

5) The substantive side of the preliminary work ends with the preparation of the necessary reference materials and documents (texts of speeches, draft proposals, anticipated final documents).

Purposeful preparation for negotiations carried out by the participants allows minimizing the risk of their complications or disruption and counting on the effectiveness of the upcoming negotiation process. Do not forget - "the one who was well prepared for the battle, half won."

9. The actual negotiations begin from the moment when the parties begin to discuss the problem.

The negotiation process is associated with direct interaction of opponents and is not homogeneous in its tasks. Accordingly, the following stages of negotiation can be distinguished:

- I) clarification of the interests and positions of the parties;
- Ii) a discussion involving the development of possible solutions to the problem;
- Iii) reaching an agreement.

I. Clarification of interests and positions of the parties

At the first stage of negotiations, interaction between opponents consists, first of all, in the exchange of information on the most important controversial issues, interests of the parties, points of view and positions of each other on the existing problem.

Even in conditions of cooperation, it is very rare for a situation to develop along only one path - the one that you suggested from the very beginning.

The importance of this stage also lies in the fact that it is essential for the formation of the atmosphere in which the negotiations will take place. If the parties have failed to establish normal working relations, then they hardly have a chance to reach any agreements.

II. Discussion

The second stage of negotiation is the most responsible and, as a rule, the most difficult. At this stage, the negotiators must work out the main parameters for a joint solution to the problem. By introducing proposals that correspond to a particular solution and discussing them, opponents can strengthen or weaken their own positions, largely predetermining the outcome of the negotiations.

III. Reaching an agreement.

The third stage of negotiations completes a long and difficult search for a solution to the problem: the parties begin to develop final agreements.

The area within which it is possible to reach an agreement is called the negotiating space.

The limits of decisions acceptable for each of the parties can be located very far from the initially declared positions. Therefore, reaching an agreement is more likely in the central zone of the negotiating space. In this case, the decision is perceived by opponents as quite satisfactory.

10. The period of direct interaction between the parties has ended, but it would be premature to talk about the end of the negotiations. Opponents leave the negotiating

table, and the negotiation process itself enters the final stage of analyzing the results of the negotiations and the implementation of the agreements reached.

First of all, each of the parties needs to analyze the past negotiations, regardless of whether they were successful or not, and decide:

- how well the preparations for the negotiations were carried out;
- whether the planned negotiation program was followed;
- what was the nature of the relationship with opponents;
- what arguments were convincing to opponents, and which they rejected and why;
- whether it was necessary to make concessions, and what will be their consequences;
- what difficulties arose in the negotiation process.
- what are the prospects for further relationships;
- what experience of negotiations can be used in the future;
- what are the main reasons for the results achieved.

A visible criterion for the effectiveness of negotiations is the agreement reached, but its existence should not be interpreted as an absolute success. A number of criteria can be used to assess the success of a negotiation.

1) The degree to which the problem was solved. The agreement reached during the negotiation process is evidence of a solution to the problem. However, depending on the nature of the agreements, the outcome of the interaction between the parties is different:

- achievement of a mutually beneficial result removes the problem from the agenda and creates a solid foundation for further relations between the parties;
- defeat to one degree or another by one of the parties jeopardizes compliance with the agreement.

2) Subjective assessments of the negotiations and their results. The negotiations were crowned with success if both sides are satisfied with their results and regard the reached agreement as a fair solution to the problem. However, it is possible that these estimates will change later.

3) Compliance with the terms of the agreement. It must be remembered that even the most brilliant result of the negotiations will noticeably fade if problems arise with the fulfillment of the obligations assumed by the parties.

Problems of the Effectiveness of Professional and Business Communication. Barriers and Conflicts in Business communication.

1. Concept and classification of leadership style
- 2 Choice of style and psychological problems of leadership.
3. Communication barriers
4. Socio-psychological characteristics of interpersonal conflicts.
5. Structure, dynamics and causes of conflicts.
- 3.Functions of the conflict.
4. Prevention of conflicts and strategies of behavior in a conflict situation.

1. Style is an interdisciplinary concept, which can be attributed to both psychological, sociological, economic, cultural scientific areas, and imageology. If we consider this concept from the point of view of business communication in the field of professional interaction, then in order to clarify and concretize the concept of style, it is necessary to "separate" the related concepts of leadership, management, leadership.

Management is an activity aimed at making decisions, organizing, controlling, regulating a controlled object in accordance with a given goal, analyzing and summing up on the basis of reliable information.

Leadership is a part of management activities to coordinate the efforts of the team, aimed at jointly achieving the set goals, promptly assessing the psychological state of the team, establishing interaction between team members, a positive working mood, in which various management issues are resolved to influence subordinates.

And the distinction between the concepts of "leadership" and "leadership" is associated with the existence in any organization of two types of relations - formal and informal.

Leadership - according to the generally accepted definition, is a process in which one member of the group (leader) organizes and directs others to achieve a specific common goal.

Leadership is a process of influencing people, generated by a system of just informal relations, and leadership implies, first of all, the presence of clearly structured formal (official) relations through which it is implemented.

The role of the leader is, as it were, predetermined by the formal structure, his functions are usually clearly defined, the right to apply sanctions is not disputed, etc. Leadership, on the other hand, is formed spontaneously, spontaneously, at the level of semi-conscious psychological preferences. However, leadership and related problems were discussed in detail in the previous chapter, but here we will talk about the social and psychological problems of leadership. In their long list, one of the leading places is occupied by the problem of forming an optimal leadership style.

By style of leadership, we mean the totality of the methods used by the manager to influence subordinates, as well as the form (manner, character, etc.) of the execution of these methods. This concept is intended to reflect not in general the behavior of the leader, but only his stable, constant characteristics that persist in various situations.

The leadership style most often depends on the stability or variability of the environment: when the situation changes, the authoritarian leader may not be able to cope alone with the choice of the optimal strategy and he will have to involve all the creative forces of the team in working out a solution; the more difficult the tasks to be solved, the more justified collegial management methods will be.

In the process of professional activity, each manager manages the work collective by certain methods, while the objective necessity of choosing management methods of one type or another is superimposed on the manager's subjective predisposition to his "favorite" business communication skills. All this together and forms in each case a peculiar nature of business communication with subordinates, which is called the style of leadership.

Social psychology and management investigate various areas of management activity, including intensive work on the study of the phenomenon of leadership styles. A huge amount of empirical material has been accumulated, many theoretical models have been built that distinguish between the options for leadership styles on a variety of grounds.

Classification of leadership styles

The leadership style is manifested in the positions of the leader and subordinates, in the prevailing methods of interaction with the individual and the team, in the ratio of disciplinary and organizational influences, direct and feedback, in assessments, tone, and the form of address.

There are many approaches to the classification of management styles.

For example, Bisani proposes to distinguish between the following management styles:

- focused on the task to be completed;
- person-centered, in which the focus is on employees with their needs and expectations;
- authoritarian, in which production activities are organized by the head without the participation of subordinates and presupposes a great distance in education between the head and subordinate, as well as material motivation of employees;
- corporate - this style presupposes the organization of production activities in the interaction of the manager and the subordinate, the creative content of labor and an approximately equal level of education of the manager and subordinates, as well as non-material incentives for the employee;
- management of the method of delegation of authority - a technique in which competence and responsibility for actions are transferred, as far as possible, to the employees who make and implement decisions, while delegation can be directed to any field of the enterprise.

The most popular is the typology of individual leadership styles, developed back in the 30s of the XX century by the German psychologist K. Levin (1890-1947) who

emigrated to the United States, which is most likely explained by its extreme simplicity and clarity. It identifies three leading leadership styles:

- authoritarian;
- democratic;
- neutral (or anarchic).

Later, politicized Americans changed the term "neutral" to "liberal". In addition, often the same styles have come to be labeled as "directive," "collegiate," and "permissive."

Authoritarian leadership style.

The authoritarian style is characterized by a single-handed way of making managerial decisions, strict and strict control of the head over the execution of tasks, the expectation of unquestioning obedience from subordinates, a preference for repressive methods of influencing performers, and minimal informing of employees about the general state of affairs in the organization.

Democratic leadership style.

The democratic style is characterized by the recognition of the need for collegial decision-making.

This leadership style can be summed up in the words: "Together we conceived, together

This style disposes of subordinates to the leader, contributes to their development and self-development, arouses the desire for joint activities, encourages independence, stimulates self-government, high adequate self-esteem and, most importantly, contributes to the formation of trusting, humanistic relationships.

Liberal leadership style (conniving, neutral, inconsistent).

A liberal or conniving leadership style means allowing things to go their own way.

This style can be expressed by the words: "As everything goes, so let it go."

This communication style is characterized by the leader's desire to be minimally involved in activities, the leader's evasion from making strategically important decisions, accompanied by a lack of clarity in the distribution of tasks, etc., which is explained by the removal of responsibility for its results.

2. The differences between the three classic leadership styles are fairly obvious. However, questions have been raised repeatedly about the optimality of a particular leadership style. Which of these styles is the most effective in managing a production team is quite rhetorical.

The indisputable merits of the democratic leadership style affect the positive dynamics of the production team, but this does not mean at all that, for example, the authoritarian leadership style should be ruled out as unfavorable. (The permissive style, admittedly, is much less common in practice than the other two, called the main ones - authoritarian and democratic.)

Empirical studies of this problem have not revealed an unambiguous relationship between the effectiveness of the group's work and a particular style of leadership: both democratic and authoritarian styles give approximately equal indicators of productivity. However, the dependence of a specific situation and leadership style has been repeatedly emphasized: there are no management decisions suitable for all occasions; it all depends on the specific situation, which in turn is determined by a

variety of factors. Among them: the conditions of the group's activity, the nature of the tasks to be solved, the qualifications of the performers, the duration of joint work, etc.

The so-called situational approach, which studies the phenomenon of communication style, states that a set of such factors creates a unique situation of the group's activity, which, as it were, sets, requires certain features of the leadership style.

Psychological problems of leadership.

The leadership styles that were presented in the previous paragraph reflect the strategy of building relationships with the repaired, the general line of behavior of the leader, within which the daily activities of the leader are broken down into many relatively small acts of communication, managerial actions, interactions with external and higher authorities, etc. The structural components of a leader's activity, the smallest aspect of his activity, is capable of generating psychological problems.

In order to build our interaction in the course of business communication, we propose to analyze the work of a manager in a functional context, of course, from the point of view of relationships with subordinates. After all, it is the specific deeds, instructions, and sanctions applied that fill the concept of "leadership style" with real content.

3. An obstacle on the way to successful business communication can be various communication barriers, including linguistic (logical, semantic, stylistic, phonetic) and psychological (motivational, communication style barrier, aesthetic, negative emotion barrier, modality barrier, attitude barrier). The article provides some recommendations for overcoming these barriers in business communication.

In business communication, as opposed to friendly, they enter out of necessity. At the same time, contact with some business partners is easy, while with others only the interests of the business force us to continue the relationship. The feeling of discomfort and communication barriers does not contribute to fruitful business contacts and can lead to conflicts. In business communication between partners, very specific communication barriers can arise that make it difficult to understand another person.

The peculiarities of people's perception of the world around them give rise to the emergence of logical barriers in business communication. A logical barrier arises more often in partners with a different type of thinking, in cases where the logic of reasoning proposed by the communicator is either too complicated for the recipient to perceive, or it seems to him not correct, contradicts his inherent manner of proof (Lupyan Ya.A. Communication barriers, conflicts, stress / Ya.A.Lupyan. - Mn.: Vysh. shk., 1986. - S. 78). There is only one way to overcome the logical barrier: to take into account the peculiarities of the partner, trying to understand how he built his conclusions and what the discrepancies are.

The origin of each thought is preceded by a motive, its undistorted communication to the interlocutor will be the ideal goal of the process of perception and understanding of the statement. Highlighting words in the speech stream, the listener deciphers their meanings, thus comprehending the meaning or semantics of the verbal message.

Semantic and linguistic, that is, semantic barriers, can be caused by a variety of reasons.

First, there is a mismatch between thesauri, a limited vocabulary for one of the partners and rich for the other. To reduce misunderstanding to a minimum, it is

necessary to understand the characteristics of the partner and to speak with him as if “in the same language”, using the vocabulary he understands; explain the meaning of words that have different meanings.

Secondly, national, social, cultural, professional, religious and other differences can also serve as the reason for the misunderstanding of one person by another.

The effect of the stylistic barrier is reduced to the discrepancy between the form of information presentation and its content. The style may be inappropriate, too heavy or lightweight, inadequate to the situation and the partner's intentions. So, for example, a stylistic barrier arises if information is conveyed in a functional book language during oral communication.

Clear structuring and presentation of information, main arguments, arguments supporting them, contributes to its better perception. There are two main techniques for structuring information in business communication: the frame rule and the chain rule.

The essence of the framework rule is that the beginning and end of any business conversation should be clearly delineated. This contributes not only to a better understanding and perception of information, but also to memorization. There is a psychological phenomenon that many famous speakers brilliantly use: the beginning and end of a statement are best remembered, and the beginning contributes to the emergence of sympathy or dislike, and this, in turn, affects the perception of speech and trust in the partner. The end that concludes the information remains in the memory, therefore, the formulated conclusions at the end of the speech are the main thing that is usually remembered by the audience. Observing the rule of the framework, a participant in business interaction can be absolutely sure that exactly what is needed will be remembered, that is, the most important thing: goals and intentions, results and conclusions.

The chain rule defines the "internal" structuring of the utterance. The necessary information must be lined up in an appropriate way, connected in a chain according to some characteristics. The ways of connecting information chains can be different. You can use the words "first, second, third" for this. In other cases, information can be ranked according to its importance. The use of the chain rule in business interaction not only orders, connects, organizes the content, but also facilitates the partner's perception and understanding of information, as well as its memorization.

To overcome the stylistic barrier, it is necessary not only to correctly present information in a form adequate to the content, but also to speak briefly, at the pace and rhythm that is most appropriate in this situation and suits the business partner.

The phonetic barrier is an obstacle created by the peculiarities of the speaker's speech. Phonetic barriers arise every time the tempo, speed and volume of speech, the quality of diction and pronunciation do not match the communication situation. Complicating the perception of speech and errors associated with a violation of the norms of the language. The tone of voice is essential for understanding the context. By making these or those stresses, placing accents, you can change the content of thought. On the contrary, when speaking in a raised voice, understanding will be blocked by a negative attitude towards the partner.

In addition to the above linguistic barriers, there are psychological barriers to interaction, perception and understanding.

So, a motivational barrier arises if each of the partners pursues goals that run counter to the intentions of the other side, and does not speak about it openly. In this case, for fruitful joint work, it is better to find out the intentions of the business partner from the very beginning and agree on the motives for cooperation.

Barrier to communication styles. As you know, each person has his own style of communication, depending on temperament, character, worldview. Communication style is formed under the influence of upbringing, environment, profession. The content of the communication style is the predominant motive of communication, the attitude towards other people and towards oneself, as well as the nature of the impact on people. The external manifestation of style is the demeanor and features of speech, the intensity and the very nature of a person's communication.

In business communication, you can distinguish between partner and non-partner communication styles. The former is genuinely businesslike, while the latter makes communication difficult and ineffective. They differ mainly in the ability and desire to take into account the positions, opinions, and assessments of the partner. The partnership style of communication means a high degree of cooperation in developing a common position on the issue under discussion. With a non-partner style of communication, a person inattentively listens or allows not to listen to himself, ignores the point of view of the interlocutor or unconditionally accepts it, imposes his solution to a problem or asks for advice, prompts a partner to take immediate action or acts thoughtlessly himself, in a word, is not aimed at cooperation.

An aesthetic barrier arises if the partner is untidy, slovenly dressed, the situation in his office, the look of his desk do not dispose to conversation. Overcoming the internal obstacle to conducting a conversation is difficult, but it is worth learning to abstract from irrelevant details and focus on achieving your goal.

A barrier of negative emotions arises in dealing with an upset person. A person's health, whether physical or spiritual, can be an obstacle to productive communication. Observant people do not find it difficult to guess what is happening with a person based on external signs, choose the appropriate tone, words, and, perhaps, shorten the communication time so as not to tire the interlocutor who is unwell.

An obstacle to constructive communication is the installation barrier. Your business partner may have a negative attitude towards the firm or organization you represent. Therefore, it is better to go to a business meeting after the recommendation of an authority figure. Otherwise, it is better not to overpersuade your partner or employees. Calmly treat dislike as a manifestation of simple ignorance. Then the unfair attitude will not hurt you, and soon it will disappear altogether, since your deeds and actions will force your partner to change his mind.

The modality barrier arises in the case of ignorance of the partner's priority channel of perception. Each person has its own modality, or qualitative characteristic of sensations (Baeva O.A. *Oratory and business communication: textbook / OA Baeva - 2nd ed., Revised.* - Minsk: New knowledge, 2001. - P. 116). As you know, there are three channels of information flow into human consciousness: visual, auditory and kinesthetic, but only one of them is a priority.

By carefully observing the interlocutor, you can determine what type he belongs to. Differences are manifested in the sound of the voice, the features of gestures, the predominant use of certain words, reflecting the modality of the images present in his mind. According to these words, called predicates in psychology, it is easiest to determine the type of person. So, for example, it is easier for the visual to perceive visual information, for the auditory - sound images and associations, and the kinesthetist has developed sensory perception. In order to avoid a barrier of modalities during communication, it is necessary to transmit information in the form in which it is understandable to the partner.

It is worth considering the basic rules of successful communication, which will help to overcome communication barriers.

Thus, the understanding of a statement is associated with the construction of sentences. Long sentences make it difficult to understand speech by ear, so it is more appropriate to use short sentences (8-15 words) in oral speech, while scientific and clerical style is more understandable when reading.

The voice is the most powerful tool of persuasion, and can cause sympathy or antipathy (Lup'yan Ya.A. Barriers to communication, conflicts, stress / Ya.A. Lup'yan. - Minsk: Vysh. Shk., 1986. - p. 210) The expressiveness of the voice is perceived by the partner not so much by the mind as by the feeling, therefore the monotony of speech is often the reason for the failure in business communication. The use of pauses, interrupting the flow of speech and performing psychological functions, allows you to attract attention, calm down, highlight the main thing.

In business communication, it is recommended to use verbs more often than nouns. Verbs give a statement clarity and dynamism, and nouns are more abstract. It is more correct to use the verb in active rather than passive form. Passive acts impersonally, creates distance between partners and carries minimal emotional stress. It should be borne in mind that the use of adjectives gives speech a personal or evaluative meaning.

The use of abstract concepts in speech makes it difficult for a partner to interpret them, who may not fully understand the meaning of the statement or otherwise interpret it. The partner either expands or narrows the meaning of the spoken word. The more abstract a concept, the more broadly it can be interpreted. Therefore, it is necessary at the very beginning of the conversation to clarify the concept, informing the partner what exactly is meant by it.

It should be remembered that the effectiveness of communication depends on the qualitative and quantitative characteristics of the vocabulary of the communicants, their rhetorical skills, skillful application of speech strategy and tactics.

In conclusion, I would like to note that communication barriers arise very often. You should be condescending to manifestations of non-communication and be able to make communication conflict-free. To do this, you need to respect the interlocutor, try to understand what caused the person's behavior, which is unpleasant for us, have self-esteem, be able to control yourself in communication, and so build your behavior in order to reduce or eliminate the barrier. Business communication is only constructive when there is an expected result.

4. Business communication is, first of all, the interaction of partners, the exchange of information, the coordination of points of view and positions. Like any interaction, it already contains in itself the possibility of contradictions that can develop into a conflict situation. Life shows that the conflict is by no means the simplest object of management that can be effectively influenced, guided only by life experience and common sense. Meanwhile, today many leaders try to manage conflicts in this way. As a rule, these attempts end in failure and often give rise to even more violent conflicts. In order to effectively solve emerging problems, it is necessary to master a certain minimum of theoretical knowledge in the field of conflict management and practical skills of behavior in conflict situations.

A conflict (from lat. *Conflictus*) in the first approximation to its essence means a collision of incompatible, oppositely directed tendencies in the consciousness of a person, in interpersonal or intergroup relations, associated with acute negative experiences.

In science, journalism, just at the level of everyday psychological perception, the approaches to the definition of the conflict are rather ambiguous. But in fact, everyone who operates with this concept puts his own meaning, his content into it. Most often, a conflict is understood as the sources of its origin and development: continuation of competition, antagonistic relations, stress, awareness of the incompatibility of positions or actions, an extreme case of exacerbation of contradictions, etc. That is why the concept of "conflict" has become synonymous with such concepts as "dispute", "tension", "struggle", "crisis", "incident", "disagreement", etc.

The complexity and multidimensionality, ambiguity of understanding the phenomenon of conflict has led to the study of it by various sciences, considering its different sides. At the same time, the most common and unifying approach to understanding conflict has become the definition of one hundred through contradiction as the most general concept. In this case, researchers approach conflict as a stage in the development of a contradiction, its highest stage.

At the same time, contradictions, opposites, differences are necessary but not sufficient characteristics of a conflict. It must be borne in mind that at the heart of the conflict are only those contradictions, the cause of which are incompatible interests, needs and values. Such contradictions, as a rule, transform into an open struggle between the parties, into a real confrontation. At the same time, a conflict is not just the most acute stage in the development of a contradiction, but a way of resolving it.

Thus, it is the most common tool for resolving contradictions in personal and public practice.

With regard to business interaction, a conflict is a stage in the development of contradictions in professional interaction, characterized by a clash of opposing goals, interests, positions, views of the subjects of this interaction and usually accompanied by negative emotions and feelings experienced by such subjects in relation to each other.

In other words, a conflict is a process in which two (or more) actors are actively looking for an opportunity to prevent each other from achieving a certain goal, to

prevent the satisfaction of an opponent's interests or to change his views and positions, while achieving the realization of their interests.

The most important characteristics of a conflict are:

- contradictions between the parties;
- collisions between the parties;
- presence of negative emotions.

Intrapersonal conflicts are a consequence and a product of the ambivalent aspirations of the subject, personality. These conflicts can arise in connection with different circumstances, but most often in the presence of personality contradictions:

Interpersonal conflict is understood as the process of resolving contradictions arising between people on issues of personal or work life and activity, which occurs in the form of mutual opposition of the parties and is accompanied by negative emotional states.

5. Conflict as a socio-psychological phenomenon includes the following elements:

the subject of the conflict is the problem about which it arises; a conflict situation in which the nature and degree of

contradictions; parties to the conflict pursuing their own goals and striving for these goals

realize through conflict; a reason for a clash of parties; incident as actions of the parties in mutual confrontation in certain

forms; means and methods of their use by the conflicting parties; the conditions in which the conflict arises and proceeds. When analyzing a specific

conflict, it is necessary to identify all these elements and their characteristics, as well as its initiators, causes.

A conflict situation is a situation that at least one of the communication partners perceives as threatening, limiting his capabilities, infringing on his personal dignity, honor, etc.

In their consequences, conflicts can be constructive, leading to the improvement of the situation, removing barriers and other difficulties in the development of the situation, etc., and destructive, having a destructive, negative character for the social environment and people involved in the conflict.

The conflict as a socio-psychological phenomenon in its development goes through several stages and stages.

The causes of conflict relations are diverse, and they can be summarized in two groups: objective and subjective.

Objective reasons for conflict relations: 1) people's interests are objectively different and therefore can lead to a collision; 2) lack of material and other benefits that are significant for people; 3) weak logistical and other security of operation; 4) objectively taking place in society, a tendency towards an increase in social tension and, as a result, an increase in neuroticism, aggressiveness, and conflicts among people; 5) lack of thoughtfulness, diversity, blurring of legal norms, etc.

Subjective (psychological) causes of conflict relationships:

1) reasons related to the actions and behavior of a third party:

leaders, parents, children (in marital conflicts); 2) the reasons that are in the participants in the conflict relations themselves.

The main causes of conflict relations, which are in the participants of such relations themselves:

1) the peculiarities of the subjective perception of the situation as conflict, although in reality it is not;

2) incompatibility of people (social, psychological, psychophysiological, functional);

3) the presence in the team of so-called conflicting personalities (demonstrative, unbalanced, impulsive, rigorous (considers a person only as a means of solving problems), super-precise, super-pedantic personality, etc.);

4) inconsistency and even opposition of individual and group values, positions, expectations;

5) low culture of communication;

6) a general decrease in the psychological security of people.

Among the causes of conflicts, there are objective reasons that lie primarily in the organization of work, such as unfavorable working conditions and shortcomings of its organization. Objective reasons, as a rule, are associated with the imperfection of the organization of production and management, their elimination means the improvement of production.

In business communication, conflicts are often generated by subjective reasons, which include the wrong actions of the manager and subordinates, the psychological incompatibility of individual people, and conflict-generating behavior in the process of business communication. The leader usually sees the improper actions of subordinates better than his own erroneous actions.

The nature of relations in the internal environment of the organization and the moral and psychological climate of the team are determined, first of all, by the leader. The leader is the authority that should neutralize the mistakes of subordinates. However, the actions of the leader can also become a source of conflict.

So, the erroneous actions of the leader are manifested both in violations of official ethics, and in an unfair assessment of subordinates and the results of their work.

Ethics violations include:

- all kinds of manifestations of rudeness, arrogance, disrespectful attitude towards subordinates;

- deception of subordinates (explicit and implicit), failure to fulfill promises;

- infringement of the rights of subordinates;

- abuse of the position of the boss (for example, using the dependence of a subordinate to impose on him instructions of a non-official nature);

- giving instructions to the performer "over the head" of his immediate supervisor (and generally working with the performer without the knowledge of his immediate supervisor);

- withholding information (including unconscious), which puts the subordinate in a position of uncertainty (especially in the face of staff reductions and reorganizations);

- criticism that belittles the dignity of a person.

Manifestations of unfair assessment of subordinates by the manager are quite diverse, these include:

- mistakes in the use of rewards and punishments, which are most likely in the absence of a well-thought-out system of rewards and punishments;
- the establishment of a salary that violates the balance "contribution - salary";
- inviting an employee "from outside" when candidates for this position are in the team itself. Such an invitation diminishes the confidence of the employees in the organization about the chances of promotion, so it must have a good reason;
- painful attitude of the manager to the authority of the subordinate, unwillingness to mark a good employee, attempts to harm him, reduce his authority;
- indiscriminate criticism of a group of subordinates. Such criticism is vague (everyone may think that it does not apply to him) and is perceived as unfair. At the same time, it pits the leader against the subordinates and rallies the group of the accused against the accuser;
- unclear formulation by the head of the assigned tasks, which can lead to an unfair assessment of the work of the subordinate, since regardless of his efforts, a negative assessment is predetermined. This situation causes mutual irritation. It is precisely because of the vagueness of assignments that subordinates' assertions about managers who "do not know what they want" and counterclaims of managers about the "stupidity" of subordinates have become widespread;
- Underestimation of explanatory work by the manager. Lack of clarification, lack of information often lead to the fact that a completely objective assessment of the subordinate by the leader is perceived by the latter as unfair, subjective.

In general, all conflicts in business communication have several main reasons. The main causes of conflict are limited resources to be divided, interdependence of tasks, differences in goals, differences in perceptions and values, differences in behavior, in the level of education, as well as poor communication.

1. Allocation of resources. Since resources are always limited, management must decide how to allocate materials, human resources, and finances among the various groups in order to most effectively achieve the goals of the organization. Allocating a larger share of resources to one leader, subordinate, or group means that others will receive a smaller share of the total. It doesn't matter which manager gets additional funds to expand their production or which department gets priority in project development - people always want to get more, not less. Thus, the need to reallocate and divide resources is a very common cause of conflicts in business communication.

2. Interdependence of tasks. The possibility of conflict exists wherever one person or group is dependent on another person or group to complete a task. Since all organizations are systems consisting of interdependent elements, in case of inadequate work of one department or person, the interdependence of tasks can cause conflict. For example, a sales manager may explain low sales of goods by the inability of production to produce the desired quality. In turn, the production manager can blame the marketing department for the incorrect assessment of the population's need for the manufactured product. This can lead to a conflict between the heads of departments, because, in their opinion, someone else (but not himself) is not coping with the assigned tasks.

A number of types of organizational structures and relationships, as it were, "genetically" contribute to the conflict arising from the interdependence of tasks. These include organizations in which: a) line personnel depend on the staff, because they need the help of specialists. On the other hand, headquarters staff depends on the line, as they need their support at the moment when they find out problems in the production process or when they act as a consultant; b) there is a matrix structure of the organization, where the principle of one-man management is deliberately violated; c) there is a division into functional structures, since each department performing the most significant functions pays attention mainly to its own area of specialization.

3. Differences in purpose. The potential for conflict increases as organizations become more specialized and subdivided. This happens because the specialized units formulate their own goals and may place more emphasis on achieving them than on the goals of the entire organization. For example, a sales department may insist on producing as many different products as possible because this increases its competitiveness and increases sales. However, the goals of the manufacturing unit, expressed in terms of cost-effectiveness, are easier to achieve if the product mix is less diverse. The purchasing department, in turn, may want to purchase large quantities of raw materials and supplies in order to reduce the average cost per unit of production; the finance department may suggest using the inventory money and investing it to increase the total return on investment.

4. Differences in perceptions and values. Differences in values are a very common cause of conflict. The idea of a certain situation depends on the desire to achieve a certain goal. Instead of objectively assessing the situation, people can only consider those views, alternatives and aspects of the situation that, in their opinion, are favorable for their group and personal needs. For example, scientific personnel associated with research and development value freedom and independence, and their bosses rigidly regulate the activities of employees with numerous formal procedures. This difference in values is likely to create conflict. Another common example: a subordinate may believe that he always has the right to express his opinion, while a manager may believe that a subordinate has the right to express his opinion only when asked, and must obey implicitly.

5. Contradictions in the culture of behavior and life experience. These contradictions can also increase the risk of conflict. In particular, conflicts arise when there is a need to cooperate with people who are ready to challenge every word, while constantly showing aggressiveness and hostility. It is obvious that such individuals often create an atmosphere of conflict around them. They are highly characterized by authoritarianism, dogmatism, indifference to the personal dignity and self-esteem of another person, respectively, entering into a conflict is "commonplace" for them. In addition, research has shown that differences in life experience, values, education, seniority, age and social characteristics also reduce the degree of mutual understanding and willingness to cooperate between representatives of different departments.

6. Poor communications. Conflicts in organizations are often associated with poor communication. Incomplete or inaccurate transmission of information or the absence of information at all is not only a cause, but also a dysfunctional consequence of the conflict, can act as a catalyst for conflict, preventing the group from understanding the

situation or the points of view of others. Mastering the methods of obtaining objective information, its clarification and replenishment is a necessary condition for the successful resolution of a conflict situation.

3. The functions of interpersonal and intergroup conflicts are understood as the role that they play in the relationship of people and in the well-being of the individuals or social groups involved in them.

This role cannot be unequivocally defined as positive or negative. Its characteristic depends not only on the ambiguity of the very concept of "conflict", but also on the fact that conflicts can have both positive and negative meanings for the parties involved in them.

The positive meaning of interpersonal conflicts can be as follows:

1. they reveal the contradictions existing between people or social groups and allow them to realize these contradictions

2. conflict situations best reveal the psychology of people, both positive and negative sides

3. the arisen conflict situation, the people involved in it in most cases try to somehow resolve

4. The emergence of conflicts in the present prevents their occurrence in the future or reduces the severity of future conflicts

5. the conflict activates the psychology of people, forcing them to think, to look for a way out of the current situation.

The negative consequences of interpersonal and intergroup conflicts can be as follows:

1. conflicts, of course, worsen (at least temporarily - when they arise and exist) human interactions

2. they obviously negatively affect the well-being of the people involved in them. These people in a conflict situation experience negative emotions, and such experiences always negatively affect the mental state of a person.

3. conflicts prevent people from interacting normally with each other, which is necessary in modern conditions of life

4. not only the participants themselves suffer from conflicts, but also the people around them, especially if they take the conflict situation to heart

5. Conflicts can not only contribute, but also hinder the personal (psychological) development of people

In real life, the positive or negative functions of interpersonal and intergroup conflicts are somehow balanced, and this is one of the grounds for permanent existence, systematic reproduction and resolution of various conflicts between people.

According to their consequences, conflicts can be without consequences, with serious negative or catastrophic consequences.

According to their results, conflicts can be divided into constructive and destructive.

Constructive - these are conflicts, the resolution of which improves the real state of affairs in the area in which this conflict arose.

Conflicts can be called destructive, which, on the contrary, worsen the state of affairs even if they are successfully resolved.

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One of the founders of conflict management, K. Levin, identified 3 main types of conflicts that characterize both personality and interpersonal relationships of people:

1. Conflict of the type "approximation - approximation". It is characterized by the fact that a person strives to achieve two goals at once, which turn out to be incompatible with each other. For example, a person solves the problem of choosing a marriage partner - one of two people equally attractive to him.

2. Conflict of the type "delete - delete". It is distinguished by the need to make a choice between two equally unattractive people. For example, a person is faced with a choice of a partner in a business, and both of his potential companions are undesirable for him, and he has no other choice.

3. The conflict "approach - removal". It is characterized by the fact that one and the same person can be both attractive (positive traits) and unattractive (negative or repulsive traits) for an individual.

4. In different conflict situations, we react differently, but in similar situations with different people, our reaction may be different. To effectively resolve the problem, it is necessary to take into account the behavior, interests and motives of other people involved in the conflict, as well as the very nature of the conflict.

In a conflict situation, people, consciously or subconsciously, usually choose a certain style of behavior. The style of behavior is determined by how important it is for you to satisfy your own interests and the interests of the other party (acting together or individually). The style of behavior in a particular conflict is determined by the measure in which you want to satisfy your own interests (acting actively or passively) and the interests of the other party (acting jointly or individually).

There are five main styles of conflict resolution.

1. The style of competition. A person is not interested in cooperation with other people, but is capable of volitional decisions.

This style is possible when:

- the outcome is very important to you, and you are betting on resolving the problem that has arisen;

- the decision must be made quickly and you have enough power for this; - You feel that you have no other choice.

2. Style of evasion. This style is used when the problem at issue is not so important, when there is no desire to spend energy on its solution. Maybe you need a time delay to reflect on the situation.

3. The style of the fixture. You can use it when the outcome of the case is extremely important for another and not very much for you. When you can't hold the top because the other person has more power. Or it is more important for you to maintain a good relationship with someone than to defend your interests.

4. Collaboration style. Requires longer work time compared to other styles. It is advisable to use this style if solving a problem is important to both sides.

5. Style of compromise. Partial satisfaction of desires. Effective when the parties want the same thing, but at the same time it is not doable.

For a constructive resolution of conflict situations, you should adhere to the following recommendations:

1. There are no winners in a conflict: two sides always lose.

Therefore, there is no point in calculating who is to blame more and taking the position of "offended pride". Dare to take the first step - this is an indicator of your strength of character and your self-esteem.

2. Begin the conversation by describing a specific situation that does not suit you. Try to be as objective as possible. The more detailed you will talk about it, the better. Provide specific examples if possible.

3. Tell us how you feel in this situation. Many conflicts between people are complicated by the presence of unspoken thoughts and feelings. Sometimes just their statement, the exchange of these negative feelings, can improve the situation. Use simple words: "I was offended", "I was frightened", "I was angry".

4. Try to listen to the opposite side (although this is quite difficult). It must be remembered that you have different thoughts, different perceptions of the situation, and this is what caused the conflict. Therefore, treat what is said not as truth, but as a reflection of the position, desires and interests of your opponent. Listen carefully, don't interrupt, don't argue. Show the other person that you are listening to him really seriously and are striving to come to an agreement. You can emphasize this and approve with a nod of your head, a request for a specific example, which will help you better understand the feelings and actions of the opposite side, and your interlocutor - to tune in to a frank conversation.

If the conflict is very serious, then contact an "outsider" who would help you to listen to each other without getting lost in mutual reproaches and accusations.

5. It is very useful to understand the innermost thoughts. Intimate thoughts are assumptions, fears, guesses about the feelings and thoughts of another. To make sure your assumptions are correct, it is best to ask the person himself. If you are asked about

this, try to be quite frank, since guesses tend to be based on real ground. Refrain from commenting when ending any conversation. Focus your attention on the issues regarding which your thoughts, feelings, actions coincide, and not on the problems that share, - by this you limit the zone of contradictions.

6. Find an opportunity to make specific proposals regarding the change in the situation, behavior, relationships ("I ask you ...", "I hope it is not hard for you ..."). At the end of the conversation, say what exactly will change if you transform the situation or your relationship. It is inappropriate to threaten and resort to ultimatums - after all, positive prospects are more attractive. Notice that a person wins if he changes his behavior or attitude at your request. This method requires a certain determination. However, if you are frank and honest in this conversation, then the relationship will not worsen, and you will command more respect.

Psychotechnics of communicative behavior in conflict conditions

In the last decade, much attention has been paid not only to the theoretical analysis of conflicts, their types and structure, but also to the development of psychotechnics of communicative behavior that significantly reduce the level of conflict in the process of communication and interaction between people.

Knowledge of the features of communicative behavior will help to avoid unnecessary conflicts in business communication. The works of A. P. Egides and M. E. Litvak are of considerable interest in this area. The psychotechnics developed by them have been successfully applied in practice for a long time.

In the work of A.P. Egides, the communicative behavior of people in their attitude to the conflict is considered as conflict-generating, syntonic and neutral.

Conflict-related behavior, as its name suggests, is behavior that engenders conflict.

Syntonic behavior (literally means "consonant") is characterized by the desire to ensure that the needs of the communication partner are met in accordance with the principles of nobility and justice.

Neutral behavior is when everything that could play the role of conflict genes is excluded, but synthons are not given.

In the literature on business communication, the characteristics of conflict-generating behavior are highlighted. Its main manifestations are:

- open distrust;
- emphasizing the differences between oneself and the interlocutor not in his favor;
- belittling the importance of the role of the interlocutor;
- interrupting the interlocutor.

The main types of conflict genes can be attributed to one of three types:

- 1) striving for excellence;
- 2) manifestation of aggressiveness; 3) manifestation of selfishness.

1. Striving for excellence. Most conflict-related actions are characterized by a person's desire to demonstrate superiority by humiliating a communication partner. Let us consider the main types of conflict genes demonstrating superiority and their opposite synthons based on the works of A.P. Egides and the aphorisms of M.E. Litvak.

A) Negative assessments of communication partners, which can be made in a rough form, or can be presented outwardly correctly. A negative appraisal inflames the atmosphere, provokes an aggressive response and breeds conflict. Giving a negative assessment, a person rises at the expense of humiliating another. The personality of another as a whole, his aesthetic and ethical traits, intellect, erudition, skills, taste, and sense of humor cannot be negatively evaluated. ("You are not given to know what is good and what is bad, you are not God. And since you are not given, then do not try"),

Syntonic behavior is manifested in a positive assessment given in accordance with the desired extension. You need to look for the good in a person and tell him about it. A person in a situation of seeking the good feels comfortable in contrast to the situation of evaluation. Topics of positive ratings are the same as negative ones. You should not note the positive traits of a partner before turning to him for help, it is better to just turn to. You should remember the rules "When communicating with a person, remember that he has a good opinion of himself", "Fear the connoisseur and do not judge yourself."

B) The accusations are close to negative assessments: they include a negative assessment, but are not exhausted by it.

Accusations are more conflict-prone than negative assessments, since they are more aggressive. False accusations are especially controversial.

In business dealings, accusations are more often used by persons of higher rank than those of lower levels. The consequence of the accusations is psychological protection in several ways:

- denial of guilt;
- search for a third party or circumstance on which the blame can be shifted;
- reciprocal accusation for the same position ("it is not me, but you who are to blame");
- reciprocal and stronger accusation in another position.

Equally conflicting is the attempt to whitewash oneself if a person is really guilty.

The syntonic will be the removal of guilt from the partner, self-accusation, which engenders a reciprocal self-accusation from the partner. The paradox of self-accusation is explained by the fact that if a person takes the blame upon himself, having freed another from the painful feeling of real guilt, then he acts nobly. Syntonic behavior works for conflict-free communication.

If you are at fault, apologize. If the guilt is obvious to you, then it is all the more obvious to others. Sincere repentance will win over people, because everyone can blunder. ("Do not make excuses, for justification is an attack. Think for yourself. A person criticizes you, he is convinced that he is right. If you make excuses, you unconsciously call him a fool." accused ").

C) Humor and irony towards the partner. You can find funny features in every person, but no one likes it when they make fun of him.

Sometimes they make a distinction between satire and humor, noting that humor is a kind, warm ridicule that helps to live. Both satire and humor, aimed at a partner, act as conflictogens. The difference between them is that satire is "hard humor", which presupposes accusation, while humor presupposes only a negative assessment.

The peculiarity of humor and irony aimed at a partner is that it is more difficult to defend against them than from a negative assessment, because it is not customary to take offense at jokes even when they are offensive. An ironic person does not receive feedback from a communication partner and anger builds up towards him. In difficult times, he receives a blow from someone he once offended.

If a person does not remain silent, but reacts to humor with humor, then such a response will be hidden aggression. Answers should restore dignity and be proportionate to the strength of humorous aggression (if you want to have enemies, be ironic ").

If it is impossible to overcome the desire to be ironic and to speak humorously, then it is better to direct humor to yourself and to be ironic over yourself.

D) Excessive self-confidence and categorical statements. Excessive confidence in one's righteousness, manifested in the categorical statements, in which one's own point of view is affirmed and what seems right and valuable to the partner is refuted, does not contribute to the creation of trusting relationships in communication, since it provokes confrontation. Excessive confidence is demonstrated by categorical statements of a rather categorical form such as "I am sure", "unequivocally", "beyond doubt", etc. The use of such statements usually makes the opponent want to doubt or refute them.

The categoricalness of the statements "yes - no", "black - white", "bad - good", etc., as a rule, testifies to the so-called "frog thinking" of a person, in which he perceives the world only in opposite categories.

Conflict nature of categorical statements lies in the fact that if a person accepts a different point of view with a categorical presentation of it, then thereby he admits his defeat, yielding and recognizing his original point of view as incorrect.

When submitting even a constructive proposal, the contrast between its author and those who did not "think of it" is emphasized in a categorical tone.

Categorization is especially annoying when the point of view we have adopted is far from generally accepted. Speaking categorically, we kind of force the person to "Think like me!"

In contrast to the conflict-generating categorical nature, it is necessary to cultivate the synthon of uncertainty.

It is necessary to clearly separate the concepts of "certainty" and "confidence". You need to think and express yourself clearly and definitely. You need to develop courage in thoughts, but without excessive self-confidence in your righteousness ("It seems to me so, but let's discuss ...").

With syntonic behavior, an invitation to discussion, to a conversation, appeals to the partner's opinion is necessary, not statements are used, but reasoning together with a partner, where phrases such as "it seems to me ...", "am I not mistaken in believing that. .. "

Any proposal should be proposed as a matter of discussion.

It is completely inappropriate to be categorical when discussing a partner's behavior. The categorical "always" and "never" should be replaced with "very often", "usually" "sometimes", "extremely rare", "with a high probability. (" Be careful with

those who say: "You did not understand me." , "I disagree with you" - in this case, without realizing it, he calls you a fool ").

E) Imposing your advice is like imposing your opinion. When the interlocutor imposes his opinion in the form of advice, in most cases, others have a desire to do the opposite, and not follow them. Adviser, in this case, taking a position of superiority, as a rule, achieves the opposite effect - distrust and desire to do otherwise. Moreover, it should not be forgotten that advice given in the presence of others is perceived as a rebuke. It should also be remembered that giving advice is making an enemy. The one who advises is often perceived as a helpless person willing to shine with responsibility. The wise Socrates, when someone consulted with him whether to marry him or not, remarked: "Do as you know, you will still repent afterwards." ("Do not advise! But if you want to advise, advise no more than once, then refer to incompetence").

The establishment of trusting relationships is facilitated by seeking advice, which, however, can be used in manipulative actions. ("Do you want to get to know a person? Consult with him, and you will recognize him by his methods of action in a similar situation"; "The one who does not want to take responsibility is advised. A mature person asks for help"; "Better to make a mistake than to succeed by using someone else's advice "; " If you want to gain enemies - advise. The better the advice, the more powerful the enemy ").

F) Interrupting the interlocutor, as well as raising the voice or the desire to direct another, not only is impolite, but also very conflictogenic. A person doing this shows by all means that it is only necessary to listen to him, that his thoughts are more valuable than those of others.

For those who believe that their thoughts and reasoning are more meaningful than those of others, we can recommend: think, perhaps, you have good thoughts much less often than you think? The famous physicist A. Einstein wrote down something in a small notebook. He explained to the curious that he was writing down a successful thought that had come to mind.

- Why such a small notebook? - the person did not calm down
"But because few good thoughts come to mind," Einstein replied.

Listening carefully to the interlocutor, we seem to give priority to the thoughts of the speaker over our own (hidden compliment). And, on the contrary, interrupting him, we seem to say: "Listen better than me, my thoughts are more valuable than yours. And everything that you want to say, I already know."

Hard resistance to interruption is also negative (for the same reasons). But not only interrupting a partner and tough resistance to interrupting are conflicting. By itself, a long monologue, when a person speaks for a long time, listening to himself, is also conflict-generating. As noted earlier, the best form of communication is dialogue.

A very effective psychotechnical technique is to be interrupted. ("Listen to your communication partner to the end, if you do not want to give away your secrets").

G) Any signs of rejection of another person, ignoring him, are the simplest conflictogenic way of self-affirmation.

Signs of rejection include a frowning face, ignoring another, silence as a withdrawal from communication, increasing psychological distance, forgetting a name.

In contrast, signs of sincere acceptance of the other person - positive attention, a smile, addressing by name, a decrease in psychological distance - relieve tension and facilitate business communication.

2. Manifestation of aggressiveness. Etymologically, the word "aggression" (from Lat. *Aggressio*) means attack. Aggressiveness can manifest itself either as a personality trait characteristic of the behavior of certain psychotypes, or situationally.

The high-energy types, which were already mentioned earlier, are characterized by a fairly high level of aggressiveness.

There are people who only feel really good when they can fight, who consider their aggressiveness to be a manifestation of strength. They are partly correct, since aggression presupposes the presence of energy, but what is this energy used for?

We face all kinds of aggressiveness every day. It manifests itself, for example, as arrogance, jealousy, envy, hatred, insolence, anger, or a show of strength.

If an aggressive person, despite vigorous efforts, loses the battle, he directs his aggression towards himself, which manifests itself in various kinds of psychosomatic diseases: colic, ulcers, cardiovascular diseases.

Aggressiveness of various kinds hides the inability to communicate with people: Situational aggressiveness, as a rule, arises as a result of a reaction to the prevailing circumstances (poor health or mood, troubles in family or business relationships, etc.). Most often, situational aggressiveness arises in the form of a response to the resulting conflictogen according to the principle "like generates like" (like "myself," "I hear from this," etc.): the response aggressiveness provokes an even greater intensity of passions.

Nevertheless, we must accept people as they are, and therefore the question arises: how to communicate with an aggressive person, how to behave with him so that he does not drag us into constant wars? It is necessary to develop for yourself a suitable pattern of behavior when dealing with "aggressors". N. Enckelmann recommends the following.

First of all, there is no reason to enter into a state of aggressiveness ourselves; on the contrary, you need to remain calm and benevolent, and not allow yourself to be infected with negative emotions.

In addition, you need:

- listen carefully, maintaining eye contact, but it is better not to look into the speaker's eyes, but to focus on his lips;
- conditionally agree, which means understanding the speaker's arguments;
- ask questions - whoever asks more directs the conversation. The more you ask and make you answer the questions, the more the aggressive onslaught softens.

When the atmosphere is somewhat discharged, as a rule, there are enough common goals that can be achieved by joint efforts.

To relieve mental tension, which manifests itself as increased aggressiveness towards others, a passive method is recommended - to speak out, "cry" to someone, and an active one - to do physical exercises (sports, work with an ax or a shovel). Unfortunately, these measures cannot always be taken: firstly, some psychotypes have no need to discuss their affairs with someone, and even more so to complain, and, secondly, it is not always possible to devote time to physical exercises.

Aggressiveness manifests itself with a particular level of neurotization of the personality and with psychological illiteracy. Obviously, the best way to relieve mental tension in the form of increased aggressiveness is the way of self-actualization, the way of developing one's abilities in work.

3. Manifestation of selfishness. The word "egoism", as you know, has the Latin root "ego", which means "I". The manifestation of selfishness, when a person achieves something for himself by completely ignoring the interests of other people, usually acts as a strong conflict generator for those around him. Selfishness, as a rule, becomes hated by others, which, in turn, cannot but affect the very carrier of selfishness: such a person really becomes overly aggressive, and, as a result, unpleasant to people. We can say that the egoist himself is a conflict generator, giving rise to a conflict situation.

Psychological Aikido. The look at the process of communication as a psychological struggle and the technique of this struggle - psychological aikido - were developed by M. E. Litvak.

He sees the peculiarities of psychological struggle in the fact that there are no winners and losers in it: either they win or both lose. The method under consideration received its name, since the methods of psychological struggle resemble oriental martial arts, which are based on the principles of protection, care, defense. Mastering the techniques of psychological aikido will allow you to communicate without any conflicts with both close and unfamiliar people, which is essential for business communication.

The developed technique has no analogues, although it synthesizes the provisions of transactional analysis, gestalt therapy, behavioral and cognitive therapy. M. Ye. Litvak jokingly remarks that the brave soldier Schweik can be considered the founder of her, who did not respond to the insults of the offenders, but agreed with them: "Schweik, you are an idiot!" They said to him. He did not argue, but immediately agreed: "So exactly, you idiot!" - and won the victory as in the aikido struggle, without touching the opponent.

Psychological struggle is built on the principle of depreciation, which is based on the law of inertia, which is characteristic not only of physical, but also of biological systems. When they impose on us some kind of movement, for example, they push, then we continue the movement that was imposed on us - we cushion, thereby extinguishing the consequences of the push, and only then we straighten our legs and get up.

The first move in the communication process should be amortizing, then there remains an opportunity for productive contacts in the future. Amortization is immediate acceptance of the communication partner's reasoning.

In the process of communication, many patterns of conflict behavior act automatically, without the inclusion of thinking. First of all, you should suppress them, and then listen carefully to your partner and agree.

Direct amortization can be applied in the process of communication in situations of "psychological stroking", when they compliment or flatter, invite for cooperation, "strike a psychological blow."

Here are some examples of depreciation techniques. an aggressive person does not exist next to them, but opposes them. He is not ready to meet life's challenges in a satisfactory and constructive manner.

It should be noted that people belonging to high-energy psychotypes are often, as it were, living conflictogens. People belonging to the defensive low-energy psychotypes do not have "healthy anger" to get things done. They risk doing much less in life than those who, given equal opportunities, have a share of a certain "reasonable" aggressiveness.

1. With "psychological stroking":

- You look great today.
- Thank you for the compliment! I really look good.

"Accept compliments calmly. You owe nothing to the person who gave them to you."

2. When inviting for cooperation:

- We offer you the position of the head of the Federal Treasury Department.
- Thank you, I agree (with consent).
- Thank you for your interesting offer. It is necessary to think and weigh everything (if a negative answer is supposed).

"If the offer suits you, agree the first time. The second time may not be offered. And even if it does not suit you, agree in principle, and then refuse because of the details. Do not refuse immediately. After all, the partner programs consent."

3. With a psychological shock:

- You think too slowly!
- You are absolutely morals!

With preventive depreciation, you need to say about yourself everything that your accuser was going to say, according to the principle of the well-known proverb: "The sword does not cut a guilty head." "Don't wait for people to criticize you, criticize yourself."

Using superamortization, you yourself should strengthen the quality that your communication partner attributed to you ("When you are scolded, you should scold yourself, only even stronger").

Psychological aikido teaches to accept a partner in the aggregate of all his qualities, with advantages and disadvantages, like a rose with thorns and thorns. Depreciation leads to the fact that a person removes his "thorns". One must learn not to bump into the partner's "thorns", to deal only with the flower and to remove one's own thorns. Instead of provoking conflicts that lead to complications in relationships and even to their breakup, you need to learn how to build relationships.

When communicating, based on the different levels of intelligence of the interlocutors, psychological barriers in communication may arise. The main communication barriers to communication are:

- socio-cultural barriers;
- ideological barriers;
- professional barriers;
- semantic barriers;
- organizational barriers;

- technical barriers;
- compatibility of communication participants; the level of coordination in the team.

Примерный перечень вопросов для подготовки к компьютерному тестированию:

по дисциплинарному модулю 2.1

УК-5

1. Общая психология, социальная психология, экономическая психология, психология труда, психология управления, правовая психология и этика как основные теоретические источники дисциплины «Психология делового общения».
2. Сравнительный анализ понятий «общение» и «коммуникация».
3. Общение как базовая потребность человека.
4. Прагматическая необходимость общения и его самоценность.
5. Содержание общения и его функции. Многофункциональность процесса общения.
6. Социальная обусловленность восприятия. Основные характеристики процесса восприятия.
7. Соотношение понятий «перцепция», «социальная перцепция», «межличностная перцепция», «взаимопонимание». Межличностное восприятие и его особенности.
8. Психологические подходы к формированию и развитию личности: психоаналитический, бихевиористский, когнитивный, гуманистический.
9. Психологическая структура личности. Этапы формирования и развития личности.
10. Механизмы восприятия и взаимопонимания (идентификация, эмпатия, рефлексия) и их применение в процессе общения: постановка себя на место другого, моделирование реакций партнера по общению и его эмоций.
11. Межличностная аттракция и проблема формирования благоприятного впечатления.
12. Ошибки восприятия. Каузальная атрибуция как феномен «психологии здравого смысла».
13. Эффекты межличностного восприятия: ореола, первичности, новизны, проекции.
14. Факторы, способствующие ошибочному восприятию партнера по общению.
15. Роль социальных стереотипов и предрассудков в восприятии.
16. Психологические установки и восприятие.
17. Коммуникация в процессе общения и ее структура: основные элементы процесса коммуникации. Коммуникативные позиции (открытая, закрытая, отстраненная).
18. Коммуникативные барьеры в деловом общении (социокультурные, мировоззренческие, профессиональные, личностно-психологические и др.).

19. Фильтр «доверия».

20. Вербальные и невербальные средства общения и их функции в процессе коммуникации.

21. Невербальная коммуникация в деловом общении. Классификация невербальных средств общения. Кинесические, просодические и экстралингвистические, такесические, проксеимические и ольфакторные средства общения и особенности их проявления в деловом общении.

22. Вербальная коммуникация как процесс передачи информации. Потеря информации и способы ее восполнения. Диалог в процессе коммуникации.

ОПК-6

1. Техника постановки вопросов и их типы: закрытые, открытые, «зеркальные», «эстафетные», риторические вопросы и вопросы для обдумывания. Культура речи.

2. Психологическое воздействие.

3. Роль социальных установок в процессе восприятия людьми друг друга.

4. Отличительные особенности и механизмы социальной перцепции в сравнении с казуальной атрибуцией.

5. Общая характеристика трехмерной модели современного управления.

6. Психические свойства личности: задатки и способности, темперамент и характер, направленность личности.

7. Воспитание и самовоспитание характера. Акцентуация характера.

8. Деятельность и потребностно-мотивационная структура личности.

9. Личностные особенности человека и методы в изучении личностных особенностей делового партнера.

10. Процесс формирования первого впечатления о другом человеке.

11. Пассивно созерцательная, деятельностная и субъектно-субъектная методологические модели межличностного познания.

по дисциплинарному модулю 2.2

УК-5

1. Особенности деловой беседы как формы организации межличностного взаимодействия.

2. Основные формы деловой коммуникации

3. Ведение деловой беседы.

4. Деловое совещание как форма организации делового общения коллектива.

5. Деловые переговоры и процесс нахождения взаимовыгодного решения деловых партнеров.

6. Конфликт, его структура и причины возникновения.

7. Основные стадии конфликта: возникновение конфликтной ситуации, осознание конфликта, проявление конфликтного поведения, углубление конфликта и его разрешение.

8. Этические принципы и стили поведения в конфликте

9. Основные виды психологического влияния и воздействия (заражение, внушение, подражание, самопредъявление, манипуляция, убеждение,

пробуждение импульса к подражанию, деструктивная критика, игнорирование, формирование благосклонности, принуждение).

10. Деструктивное психологическое воздействие (игнорирование, критика, принуждение).

11. Манипуляция как скрытое воздействие на поведение человека.

ОПК-6

1. Понятие конфликта.

2. Структура конфликта (объект, цели, мотивы, участники).

3. Психологическая сущность конфликтов и их виды.

4. Типология конфликтов в деловом общении: функциональные (конструктивные) и дисфункциональные (деструктивные); межличностные и межгрупповые; конфликты «по вертикали» и конфликты «по горизонтали».

5. Причины и предпосылки возникновения конфликтов в деловых отношениях (столкновение интересов, агрессия, групповой эгоизм, несовместимость, психологическая незрелость и др.).

6. Психологические стратегии и принципы разрешения конфликтов.

7. Конфликтогены, конфликтная ситуация, инцидент, конфликт.

8. Конфликт как проявление стресса.

9. Рациональная и эмоциональная стороны конфликта

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