
**RATIONAL LEADERSHIP BEHAVIOR AND EFFECTIVE COMMUNICATION IN
CONFLICT**

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ABSTRACT

This article examined the main leadership qualities of top managers in order to identify a portrait of an impeccable boss. The analysis of the study of American psychologists about the qualities of a top manager. The rational behavior between the managerial link and the team is determined, taking into account the manager's own qualities.

Key Words: Management, behavior, quality, leadership, effective, rational.

1. INTRODUCTION

Currently, the effectiveness of the company is directly dependent on the organization of labor, as well as the management style. In accordance with this, the condition for high performance in the work of the boss is considered his social - psychological professionalism. He plays a major role in the relationship between the team, the management link. As a result of this, it is important to correctly introduce the knowledge, skills and abilities of the boss, so that they, in turn, have a positive impact on the climate in the team, in accordance with this, on the productivity of workers. However, the attention paid to developing a system of behavior between the leader and the team is insignificant. And this leads to an increase in the number of conflict situations. As a result, the question of the rational behavior of the boss and the effectiveness of communications in conflict situations is considered relevant and requires further study.

Relevance of the topic:

What issues could conflicting develop common views on? This primarily concerns the problems of the business, as well as the emotional atmosphere.

The purpose and objectives of the study:

The purpose of the study is how conflicts affect the organization.

Research Objectives:

1. Consider the study of two American psychologists D. Kenjemi and K. Kowalski.
2. Highlight the main problems in the organization.
3. To translate the main and possible recommendations for increasing the productivity of communications.

Scientific novelty:

Scientific novelty lies in the fact that in this topic the problem of conflict relations between the leader and subordinate is considered.

Main part:

During the research by American psychologists D. Kenjemi and K. Kowalski of the behavior of 100 top managers, they revealed a number of leadership qualities that all managers possess. They divided their characteristics into 5 subgroups:

1. features of thinking,
2. Ability to cope with aggression,
3. Management of feelings,
4. Leadership in certain areas,
5. Personality standard.

Analyzing thinking, psychologists emphasized 3 qualities of a successful boss, such as:

1. Capacity to extrapolate,
2. Capacity to develop tasks at the same time,
3. Stability in a situation of uncertainty[1].

Just the last quality plays a significant role in team management, that is, top managers have a high level of receptivity and developed intuition, which helps them in anticipating a conflict situation and awareness of difficulties, if they are identified.

In the subgroup "Ability to cope with aggression", psychologists emphasized several qualities of a successful leader in conflict situations, such as:

1. Ability to cooperate,
2. Stability to stress.

Researchers have found that the leader is worried about their health and copes with their stresses. He realizes what actually needs to be managed life and his own career. A good leader empathizes and experiences stress, while he understands what needs to be done to avoid negative impact. In accordance with these qualities, each boss chooses a personal management style [2].

Summing up the study implemented by American psychologists, it is possible to conclude that the individual qualities of a manager play a lot of significant significance in the successful functioning of the company. Based on the qualities mentioned above, each manager selects his own individual way of managing and relations. However, the key rules of effective communication are applied by absolutely everyone with effective clerks. One of which is to create relationships in the team and preserve the location of employees. To do this, in order for this rule to work, one must choose according to the principle: each individual corresponds to the position held, and any place corresponds to the individual occupying it. In the problems of interaction, the boss should not go about his own sympathies. Priority for him should be the properties of the employee, his energy, attitude towards work [3-5].

In the problem of team management, the activity of the first employee is directly associated with the activity of others. Management formulates responsibilities for other team members no less fundamentally than their own. This will help to avoid cloning in the work of company management, a waste of time repeating what has already been created or can be created by employees of the team. The circumstances and boundaries of the assignment must be strictly negotiated, otherwise the work will never be completed. This helps to keep employees in good condition, and also helps to keep under control all the processes in the organization [6 -8].

Reasonable actions of the leader in an inalienable regime must contain favor and reliability. If you encourage or scold the employee, then this attitude will be highly appreciated in the team. However, no misconduct should go unnoticed, in connection with this there is impunity and irresponsibility. In this case, the punishment must correspond to the act done. There is no direct correlation between misconduct and punishment. The employee who made the mistake for the first time should not be punished with all severity.

There can be a large number of reasons for conflicts. For example, the attitude of the boss and subordinates is almost always conflicting in companies. Subordinates often sincerely believe that they have the right to discuss their boss.

Consider a situation in which the following tactics exist: "I will try to involve subordinates as often as possible in the decision-making process, to educate them in independence. However, often this leads to conflict ... "

A mistake is considered to be that the boss does not always provide for and takes into account the mental characteristics and qualifications of his subordinates. Thus, the proper mistakes in the work of the subordinate are added [9, 10]:

- The subordinate does not understand how to complete the task, because he needs ordinary and clear information, he needs control of the type “indication.
- the subordinate is ready to perform the difficult work entrusted to him, but he does not understand everything, and he needs to discuss issues with the leader, and the boss, wanting to cheer up, declares: “You perfectly represent everything, I trust you.” As a result, the employee may perform the task incorrectly.

The results of the study:

An important mistake, both for the boss and the organization, is the consideration of serious matters, the boss admits those who are absolutely not ready for this to determine intentions or strategies. As a result of this, all tasks may be carried out incorrectly, or not on time, which leads to a decrease in the effectiveness of the organization as a whole.

In this situation, we have developed possible recommendations for increasing communication performance:

1. Reassessment and adjustment of the task in case it was poorly formulated, did not disclose the purpose or was poorly explained.
2. Make sure that the task was understood by all subordinates.
3. Effective persuasion of subordinates and the creation of the right decision to increase their interest in work.
4. All decrees and instructions, without exception, must be complete, clear, purposefully addressed and with a prescription of deadlines.

2. CONCLUSION

Thus, the rational behavior of the head in the field of team management can help prevent the emergence or formation of conflict situations, which, in turn, leads to the effective use of all labor resources without harming the company. For the productivity of communications between the top manager and subordinates, it is necessary to organize the process of negotiations at the end of the conflict, as well as to prevent the emergence of a conflict by establishing communications between the leader and the team.

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