

играют главную роль при оценке предприятия. По утверждениям экспертов, в результате правильно организованного «репутационного менеджмента» стоимость компании может увеличиться на 40–60%. Поэтому системное управление репутацией — важнейшая основа благополучия компании.

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UNCONFLICTIVE PERSONNEL TRAINING

Проанализированы действия руководителей, направленные на создание бесконфликтного коллектива, выделены основные типы сотрудников, необходимые для гармоничной работы всей команды.

Topicality. Majority of conflicts origin conditions and factors and their further settlement has psychological nature, since it reproduces people behaviour features and interaction. Since subjective component of conflictive interaction among people can not be eliminated, we should count on competent administration of organization staff behaviour.

Harmonious life of organization is dangerous for its efficient functioning. It is reasonable to use sufficient colliding level for giving organization and use its advantages.

Research objective: analysis and theoretical foundation of manager's activity, directed at team conflicts prevention.

Main statements. Team is association of people, which strive for noble, social-important aim [2].

When person coming into team, he is familiarized with rules, traditions, administrative duty. He became the employee of this team. Only after he start keeping the common system of values, he became the member of this team.

It is very difficult for worker to carry out his duties for low salary and having tense relations with his colleagues. Regular disagreement, quarrels, conflicts, intrigues can lead to nervous breakdown, strains, emotional overstrain, overwork.

In some companies it is succeeded to create warm, friendly atmosphere. Employees of another is broken up into groups, and every workday turns into fight, conflicts appears regularly by objective or subjective reasons. Conflicts penetrate all society: manager quarrels with subordinates, employees fall out with each other and with their chief.

Reasons of aggression at jobsite have various nature, but public opinion poll in Russia discover that 70% of economic active people encounter aggression in work staff at least once. Women underline their relation complexities in women community, women envy and other things, which are inherent in exclusively women community. At the same time men make unfriendly attitude to them conditional on global problems in economics, in particular, with crisis (“...strain situation in work community is related to crisis in the country, and employers can not keep stability on jobsites”), low salary (“... when people for their hard work gat low salary, they willy-nilly became aggressive”) and general absence of breeding (“...in our country aggression and outrages are unpunished both in household use and at work”) [3].

Union of like-minded people doesn't appear by itself. It must be created, be raised. The head must perform this task — difficult, creative, demanding psychological, social, managed skills.

Inexperienced, short-sighted head strives for selecting people with similar psychological behaviours. He likes, for example, quiet, industrious, frictionless team, that is easy to control. Presence of vivid persons supposes permanent control, but many leaders don't like such control. Such team can not get good results. Conflicts in such a team are inescapable, although they are hidden.

The art of leader is in giving possibilities to each member of a team to uncover his potential faculties. The team is rightly trained when the roles in the team are chosen correctly. To create a team means to recognize role of each person in it. It is important not to distribute roles among people, but recognize aptitudes of the team members and help them to assert oneself in his role.

Team peculiarities must be taken into account when choosing leader tactics, because of it is impossible to use the same control style in military, security, pedagogical, creative, management community. Sometimes the hard-authoritarian approach is needed, sometimes only the gentle one can help. People lives may be depend on discipline sometimes, in other cases indulgences are not so dangerous.

For the team development appointed set of roles is needed. In particular, some of them are:

1. "Generator of ideas" is the team member, which regularly produces new ideas. Usually this role belongs to team leader. Wisdom of leaders is in their relying on such "generators", using their potential without any rivalry or oppression to their side.

2. "Oppositionist" is the team member, which regularly has his doubts about everything. He calls all in question, takes nothing on trust. His scepticism often annoys, causes protest, but is needed for self-testing, guideline for leader.

3. "Favourite person" has the sympathy of most of team members. His attractiveness, charm can have an positive impact. Especial role is mattered by good, kind nature, ability to find common language, mildness, compliance.

4. "Biting man". He is harsh, straightforward, obstinate person. He has his own position, his view, which is different from other persons. Communication with him is difficult because of his irritability. His main feature is his exactingness to himself and other team members. His presence in the team often excites annoying feelings, but he tops up work relations, leads team to goal achievement.

5. "Eccentric man" is carried away with his business. He is interested little in internal team matters, but he infects all team members by his interest to work. Most of team members think ironic about him, but forgive his strangeness and respect him for his unselfishness, confidence.

6. "Toiler" is modest, quiet, patient, persistent team member. He keeps in touch with everybody in the team, works most honestly, performs his work with carefulness, doesn't demand a fee for his work. Toiler doesn't stop the work until he finishes it qualitative and in time. His example stimulates team work.

7. "Joker" can relieve work tension by apt joke; possess a good sense of humour. He enjoys the both sympathy and respect in the team. His role is especially important in difficult conflict situation, when "joker" appeases conflict sides (even as negotiator). But he can be harsh, malicious in cases, when anybody of team members is disappointed in "joker's" simplicity and try to pass to familiar or condescending manner, even if it is a team leader.

8. "Erudite person" is competent in different professional matters. He is a man of great erudition, competence in details and technology of his work. Erudite is qualified expert in complex and difficult situation. He arouses great respect, although he is not always sociable, ready to be outspoken.

Conclusions. Summing up, leader have to remember that team can not be uniform. There is no necessity to have representatives of all above-named roles. "English social

psychologists of great corporations underline that “generator of ideas”, “opponent” and “erudite person” are needed for harmonious team work” [1].

Minimization of conflict situation number can be reached by following next instructions:

to reckon with opinion of people around you. You can have opposite opinion, can agree or disagree with proposed ideas and propositions, but you must hear out and try to understand each of team members irrespective of your will or mood;

to be friendly with your colleagues. One mustn't be friends with all of team members. It is preferably to be on neutral friendly and respectful terms.

to be itself. One have to play the role, to which he is disposed, don't try to seem better or worse than he is.

not to take upon oneself somebody else's work, to be able to refuse, if it is necessary.

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АНАЛИЗ ПСИХОЛОГИЧЕСКОЙ СОВМЕСТИМОСТИ В КОМАНДЕ

Изучена психологическая совместимость людей на основе типологии личности Майерс-Бриггс.

Актуальность. На сегодняшний день все больше внимания уделяется именно «человеческому фактору» в менеджменте. Актуальной есть проблема взаимодействия между собой сотрудников. Качество выполнения заданий и организационных задач зависит от взаимоотношений людей в коллективе, микроклимата, и психологической совместимости.

Цель исследования: определить, с помощью типологий личности, каким образом они воспринимают окружение, как именно строят свои взаимоотношения с другими и, что особенно важно, какие типы личности психологически совместимы.

Основная часть. Успех любого предприятия зависит от умелых действий управляющего субъекта, т.е. лица, которое стоит во главе организации и направляет деятельность исполнителей.

Функции руководителя.

Все функции, присущие руководителю, можно разделить на две основные группы: производственные и социально-психологические.