

Исследование процессов формирования новой экономики в Германии позволяет сделать вывод о необходимости использования опыта немецкого государства по организации внедрения научных разработок в практике управления инновационным развитием экономики Республики Беларусь.

UDC 334.01:005.57

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BARRIERS TO EFFECTIVE BUSINESS COMMUNICATION FOR MANAGERS

Effective communication is integral to the success of any organization. This is especially true in smaller organizations that usually rely on a smaller workforce to produce results. Top-down, horizontal and bottom-up communication flows are all important as every level of the small business needs to function with consistent objectives, strategies and focus.

Communication skills are critical for managers. Managers need to interact with each other as well as with their team members on a regular basis not only to get things done effectively but also to ensure peace at the workplace. Effective communication at all levels within an organization helps to resolve problems within the desired time frame.

Managers must not be partial to any of their team members. It is considered strictly unprofessional. Each employee should be treated as one. Being a patient listener helps improve managerial communication. Managers must ensure their speech makes sense and well understood by people around. For effective managerial communication, one should be neither too loud nor too soft. In verbal communication, employees tend to forget what was communicated to them a month ago. Managers must promote communication through emails at the workplace. Transparency at all levels is essential for effective managerial communication. Communicating through middle men is unprofessional and affects communication.

Unfortunately, there are a number of barriers that can negatively impact communication effectiveness. Understanding these barriers and taking steps to minimize or overcome them can help to ensure that managers are effective in their communications with employees and others. The key barriers are distractions, time limitations, biases and skills.

Managers must juggle not only their own responsibilities and tasks, but must also be attentive to the needs of the people they manage. Managers can be challenged to find the time to communicate effectively not only with

employees, but with colleagues, bosses and customers. While we can't find more time, we can find ways to use the time we have more effectively. Scheduling time in our day to attend to specific tasks based on how alert we are in the morning or afternoon, grouping like tasks together and using a planning tool to help keep tasks organized can be ways to stay on top of multiple responsibilities.

There are multiple distractions in any workplace. People – employees and customers – telephone calls, email, work-related crises and emergencies are just a few examples. Managers are often pulled in many directions which can be a barrier to effective communication with key audiences. Whenever engaging in important conversations, it is important to remove as many barriers as possible. Go into a private room, close the door, turn off the phone, face away from the computer and give the person you're communicating with your undivided attention.

Communication tools can be barriers for us if we don't know how to use them effectively. There are many tools at our disposal, including face-to-face meetings, written correspondence, email, telephone, social media. The proliferation of these tools can create problems themselves, of course. Computers break down. Social media consumes our time unnecessarily. Emails are ignored. Telephones go unanswered. One way of using tools most effectively is determining the preferences of those you interact with most

UDC 316.28: 33

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CREATIVE, LOGICAL AND CRITICAL THINKING AS A BASIS OF MANAGER'S COMMUNICATION

In their daily and professional lives, managers make hundreds if not thousands of decisions. They decide what to wear, which road to take to work, what to eat, which phone calls to take, etc. In business, decisions have to be made about which product to promote, how to promote that product, who to hire, etc. All of these decisions require different ways of thinking, which can be creative, critical, logical thinking or their combination.

Creative thinking is defined as a way to look at and solve problems from a different perspective. This creative process allows manager to explore connections, meet new challenges and seek solutions that are unusual, original and fresh. It involves taking into consideration logic and reasoning. Someone in a