

SCIENTIFIC AND PRACTICAL TECHNOLOGY OF MANAGEMENT COMMUNICATION FACADES

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The main part of the leader's activity is the communication process. Through communication, processes are also carried out to ensure the implementation of the decision, organize the activities of employees and organizations, control and encourage the activities of employees. In psychology, there are types of personal and business communication. In this text, we will focus mainly on the nature of business communication and the possibilities of its formation. Management communication is a process of mutual exchange of information aimed at directing employees in a certain direction. Management communication is manifested in the following: 1. transferring orders and tasks, giving certain advice to an employee; 2. Getting "feedback", that is, a report on how the task was completed; 3. Evaluate the work of subordinates. A leader who communicates skillfully has an increased ability to organize his tasks effectively. Organizational objectives, such as influencing employees, motivating them, and leading them to the goals of the organization, are also provided through competent communication. The main aspect of the leader's communicative abilities is his activity in the field of communication. Purposeful, conscious and free performance of this activity are the main signs of how skillfully a person carries out the process of communication. It is very important for the leader to know the internal laws of the communicative process. The means and methods of managing the communicative process are expressed by the phrase communicative technologies. It is the mastery of such technologies and their proper application that ensures freedom of communication. The following points about the internal laws of communication allow you to further expand the scope of business interactions and effectively influence others. In this regard, one of the conditions for managing the communicative process is its gradual implementation. When a manager organizes a communicative event in the management process, this process can be called managerial communication. A full-fledged and properly organized managerial communication includes the following main steps: 1. Establishing a connection/contact. 2. Discuss the problem. 3. Search for solutions. 4. Making a decision. Leadership communication, leading to a positive result, is carried out precisely in this sequence of selected stages. More precisely, the effective passage of the communicative process is largely associated with the implementation of these stages in turn. Ensuring this condition is primarily the responsibility of the manager,

since directing management communication to basically he can do it. Now let's dwell on the steps listed above in more detail. The main goal of forming a leadership dialogue is for the manager to solve the tasks that he needs to implement with his employees through this process. For example, many problematic situations can be noted, such as leaving an employee on duty in the office before the New Year and generally involving an employee in some kind of work that is not part of his direct responsibility. Of course, there is an easier way to deal with such organizational situations. In particular, with a simple command, an employee can be forced to take on almost any job. However, the main factor that determines the quality of the assignment is what the result of the work will be, how seriously the employee takes the assignment. Therefore, in the proposed model of managerial communication, it is supposed to increase the responsibility of the employee for the task, to strengthen the sense of hope that the result of the task will be positive.

Description of the stages of managerial communication. Management communication that takes place in relation to work begins with establishing contact with the employee. The process of implementing this stage is that the leader receives answers to two questions: 1. Who is the person who is standing in front of me? 2. How is he? The content of the answers to these two questions testifies to how carefully the first stage was carried out. Only when the manager receives detailed answers to these two questions, he can proceed to the second stage. Answers should express the willingness of the employee to communicate with the manager. When implementing the first stage, the leader is required to be observant, sharp-witted and able to accurately know the internal state of the person in question. For example, when answering the first question at the stage of establishing relationships, the leader needs to know and assume the following knowledge about the person in front of him: 1) age; 2) specialty, profession; 3) how many years he has been working in this organization; 4) marital status; 5) abilities (which tasks he performs well and which he cannot); 6) information about the state of health, etc. A manager who has this information can confidently entrust an employee with any task and expect a positive result. In order to get answers to the above questions, the facilitator should have as much information as possible about the interlocutor before starting the dialogue. Answers to the first question of the stage of establishing contact prepare the manager for future communication, allow you to imagine the strengths and weaknesses of the interlocutor in advance. The second question of the stage of establishing contact requires determining the internal state of the interlocutor, awareness of his internal experiences during the conversation. The appearance of the person in front of us - the position of the body, facial expressions, movements of the arms and legs and intonation of the voice - all this gives information about the current state of the person and is a sign of whether he is ready to move on to the main thing. part of the conversation or not. These indicators of the external appearance of the interlocutor are usually non-verbal, that is, non-verbal aspects of

communication and provide reliable information about the internal state of a person. It will not be a mistake to say that non-verbal signals in most cases are beyond the scope of voluntary control and are an indicator of the real feelings, intentions and desires of a person. For example, clasping both hands in front of the chest and crossing the legs on the knees means a closed position, and this position can be interpreted as the interlocutor withdrawing from the conversation. On the contrary, the placement of hands on the sides, open palms and standing / sitting with legs bent forward means sympathy for the interlocutor and the content of the conversation. The open or closed position of the interlocutor's body is an indicator that changes during the conversation, depending on how the content of the conversation proceeds, he can be open to us, and if the conversation makes him uncomfortable, he can take a closed posture. For example, if we observe the communication of two close friends, there are almost no signs of isolation in their body movements. Their state of mutual benevolence is reflected not only in their bodies, but also in the close distance between them, in the gentle intonation of their voices in conversation, in the expression of a slight smile on their faces. These indicators are the main signs that the communication process is moving in a positive direction. The observation of such signs in a communication situation indicates that the relationship has settled and you can move on to the second stage of the conversation. However, non-verbal signals emanating from the interlocutor may indicate his isolation and limit the possibility of moving to the second stage of communication. What should the leader do in such a situation and what actions can he take? The science of modern psychology can describe such knowledge and skills that the use of some of them will help make the communication environment more positive and make relationships more alternative. One of the first and acceptable steps in this regard is to reflect a positive attitude to communication in the appearance and inner world of the leader. Signs of benevolence, sincere attitude, concern for his interests, in turn, affect the awakening of such responses from the employee. If the contact phase does not lead to a positive conclusion to continue communication, one of the easiest tips is to frankly ask what is bothering the employee and why it is difficult for him to continue communication. Often this method leads to the expected result, and even if the employee does not openly talk about the distractions that disturb him, he encourages himself to be vigilant and attentive anyway.

References:

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