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FLEXIBILITY OF THE CONSTRUCTION MANAGER - THE REQUIREMENT OF THE MODERN LABOR MARKET

In order to work successfully in a market environment, each organization must have the appropriate staff of managers. This is especially true of organizations in the sphere of production, through which the basic material and spiritual needs of society are met. Managers are the central nervous system of any organization, including construction. Coherence in the work of the organization depends on them. They manage teams of different sizes, communicate with people who are subordinate to them, superiors and teams. In other words, these people organize and form a coherent mechanism of the organization. These are managers. Managers are of different levels (higher, middle, lower), they work in different directions and are engaged in different activities. All of them make up the management apparatus of the organization, which determines exactly how and how effectively it will function.

It should be emphasized that the effectiveness of management can not be determined only by the degree of satisfaction of needs. No less important is the economic approach, ie at what price these needs are met. In other words, the activities of the manager can really be assessed only through economic indicators of success or failure. This is where management merges as a science with management - practice. And the practice puts before the manager a number of professional requirements that can be expressed by appropriate abilities and skills, namely: analytical, ie the ability to effectively apply scientific methods of analysis, diagnose the problem, offer alternative solutions, adjust the organization; ability to make managerial decisions, ie skills of solving organizational and procedural issues; efficiency, ie the ability to choose the best option from several alternatives; ability to solve non-standard problems; ability to have qualifications at the level of the decision; communicativeness, ie the ability to convey their ideas, proposals,

developments in any normal form; sociability, ie the ability to work with people, build normal relationships: both within the organization and outside it; the ability to imagine the activities of the organization as a whole and adapt it to the changing environment (business world); strategic thinking skills; the presence of a certain level of economic, organizational and managerial, psychological, technical and other knowledge necessary to solve professional problems.

In order to remain competitive in the market system of economic relations, managers of construction companies must be able to respond quickly to requests, constantly modernizing business processes in organizations. It is possible to cope with this only by having a sufficiently flexible structure, able to quickly introduce new technologies and change the direction of its activities in a timely manner.

Researchers at the Institute of Management Diagnostics (Hamburg, Germany) divide the requirements for managers into four areas: mental abilities (ability to evaluate, creative, complex, systematic, analytical thinking), attitude to others (contact, sociability, persuasiveness, perseverance, skills cooperate, ability to work in a team), personal traits (interests, motivation, desire to succeed, flexibility, camaraderie, reliability), attitude to work (perception of workload, initiative in decision-making, ability to plan, organization) [2, p. 69]. Therefore, the flexibility of the manager occupies a special place.

For example, emotional flexibility may depend on and even be determined by intellectual or cognitive flexibility, which is defined as the ability to use different strategies, methods and techniques of thinking, cognition, going beyond evaluations and stereotypes of perception, formation and acceptance of other worldviews. This type of flexibility is accepted by many researchers as a determining criterion for effective thinking. Flexibility of thinking is determined by the ease of flow of ideas, the speed of change in the direction of this process. Flexibility of behavior - the ability to modify their behavior so as to receive or provide some response from another person, the ability to use all possible options. Behavioral flexibility can be associated with the development of a whole range of responses to any stimulus, as opposed to habitual and therefore restrictive responses that can constrain the potential for success. The flexible reaction of the manager is determined by how many ways he can perform the task, how he can adapt his skills to the

requirements of the task; how many tasks the manager can solve in one way [2, p. 119].

The flexibility of the manager is determined by the interaction of three main factors - his attitude to: 1) objective reality, ie the external environment as a whole, to the situation as conditions and means; 2) to itself as an effective self-organizing system, as a source of internal resources and means; 3) his focus, goals, everything that determines his desire to change. It should be noted that the market changes almost daily, so the heads of companies must be ready to quickly learn everything new, rebuild on the march and transform accordingly. The manager must not only show flexibility himself, but also make the business flexible. To do this, you need to create an atmosphere in the company that is favorable for employees to express their own opinions and identify problems before they escalate. Everything must be organized in such a way that lessons are learned from mistakes.

Modern management is thousands of possible options for management decisions. This feature of management explains the fact that in the activities of managers the emphasis is not on standard techniques, but on ways to quickly and correctly assess the real economic situation and find a good enough, if not the only, way out

Thus, the professional activity of a construction manager is not sustainable in the essence of its implementation, and therefore requires constant adaptation to the requirements of internal and external environment of the organization, where he implements his profession. Because the manager's activities are often uncertain and difficult to determine the final criterion of effectiveness, he accepts psychological or behavioral flexibility, ie the ability to see the maximum number of alternative solutions to a problem or course of action in the same situation.

References:

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