

ACTIONS OF THE MANAGER IN THE CRISIS SITUATION

Stovolos Nadiya, PhD, Associate Professor of Management in the field of agriculture

Each crisis is a unique event, and it is necessary to go out accordingly. However, there are certain stereotypes of behavior used in all crisis situations, and some general principles that can be used in crises. In addition, there are a number of management techniques in a crisis situation that are applicable in general and which can be modified and adapted to each specific case.

At the initial stage of managing the crisis, it is necessary to avoid unforeseen actions. It is worth keeping an eye on the pulse of the situation so that, as soon as it starts to exacerbate (at the first signs of slipping into crisis), the leader could immediately take preventive measures. At this stage, there is still time to think, draw up contingency plans and implement these plans.

If to use cold-blooded management techniques in a crisis situation - to assess a potentially dangerous situation, in time gathered different groups of specialists to discuss possible solutions, then, as a rule, there is always a way out before a critical condition will occur.

A good leader in situation is resolute. He must quickly and adequately respond to development of events, and his skills allow him to speed up the decision-making process. He will not miss a single step of the problem and decision-making, the essence of which boils down to the following:

- determine the situation;
- perform the analysis;
- designate a target;
- develop a hypothesis;
- collect and analyze the facts,
- take into account and evaluate possible ways of actions;
- assess the possible consequences of the proposed actions;
- make a decision and implement it;
- closely monitor and coordinate the implementation of the decision;
- summarize and evaluate the actions performed.

Managing a crisis situation, the manager wins time, postponing some things for later, but like any good leader, he can, if he wants, make them go faster. Such leaders are good leaders. They inspire their team, encourage its efforts and inspire confidence in its successful resolution of the crisis situation.

Ultimately (and most importantly) good leaders tend not to lose composure, do not panic, do not react too violently to any events and do not "lose their heads." In fact, they seem to slow down the step in crisis situations, making an impression on those around and subordinates, that everything is going well, according to plan and the situation is under their complete control.

However, if, despite all the efforts, the crisis still took place, it is necessary to do the following: calm down and assess the situation. Even if the manager's analytical and mental abilities in this case work five times faster than usual, need to think about it. It should be clarified:

- what exactly happens (the situation);
- why it happens (causes);
- which is most likely to happen if the case is left to chance (forecast, scenario);
- who else might be interested (partners, competitors);
- what is in stock (people, equipment, money, support of other organizations, communication with influential persons);
- how quickly it is necessary to act to prevent further destruction (immediately, after an hour, a day, a month);
- how to act (logic, plan);
- with whom to act (joint efforts and other possible options);
- possible consequences of actions (organizational and technological, economic, environmental, legal, social, etc.);
- whether there is a need for action (irreparable crisis, the price of actions and results);
- draw up a preliminary plan of action (independently, involving deputies, other persons) and prepare several reserve options in case of unforeseen circumstances;
- pick a team to work in a crisis situation;
- assign responsibilities, tasks, rights (independence of decision in extreme conditions) and principles of motivation;
- place the center for managing the situation (the head office, the place of the crisis situation);
- organize an uninterrupted and reliable system of transmission and processing, storage (for further in-depth analysis) of information about what is happening and actions begin.

Summing up some results, we can say that management in a crisis situation is nothing more than good management in tense conditions. Good managers thrive, working in tense mode, demonstrating the excellent qualities of crisis managers.