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THE ROLE OF EMOTIONAL INTELLIGENCE IN MANAGEMENT

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Many employers use a testing system at the interview to weed out unsuitable applicants and select the most promising employees - those with a high level of intelligence.

But reality shows that intelligence in the usual sense is not as important to the job as the flexible skills responsible for an employee's communication abilities.

Emotional intelligence is one of the key skills, as it determines how quickly and effectively a person develops relationships with others: colleagues, partners, clients.

Emotional intelligence (EQ) is a person's ability to recognize other people's emotions, as well as a set of skills for controlling one's own feelings (desires, motives) and the emotions of others. It is emotional intelligence that helps you achieve success in life in general in your career. After all, communicative skills are important for building interaction: they are responsible for establishing contacts, for getting the necessary emotional response from interlocutors, for the correct positioning of a person in society, and so on.

The theory of emotional intelligence emerged as a response to the shortcomings of IQ tests. Although some subjects could solve technical problems quickly

and correctly (high IQ), they had difficulties in communicating with other people. Technical skill set, no matter how impressive it may be, remains unused in such people, because the employee falls out of the communication sphere.

An effective manager is a leader who is able to motivate the team, lead it forward, resolve conflicts correctly and fairly, and nullify any negative manifestations in the team. All of the above is directly related to emotions and communication skills.

The most interesting thing is that a manager may not have any special profile knowledge, it is not part of his duties. For example, it is not necessary to be a programmer yourself to manage programmers. But it is necessary to have sufficient knowledge in the specialized field, because without knowledge it will be difficult to assess the result of the work.

The task of any manager is to establish a working atmosphere and information flows, provide employees with everything they need, set the pace of work and minimize conflict situations. He is primarily responsible for proper communication and organizational aspects. Not everyone has the ability to please everyone, to provide help, to understand each person, to enter into his or her situation, to correctly determine the emotional state and its causes, and to anticipate events in advance. However, these abilities, including emotional intelligence, can be developed and improved to a high level.

The applications of emotional intelligence are extensive. Almost all of its manifestations are associated with leadership skills.

A manager with a developed EQ can create an effective communication system, tolerates stress well, is able to separate personal from work, does not transfer negativity from personal life or relationships with management to his subordinates.

The result is reduced employee turnover, increased employee comfort and engagement, and increased productivity.

An example of the workings of emotional intelligence:

Let's imagine a situation when an employee responsible for a certain block of tasks regularly makes mistakes.

The standard reaction of most bosses will be anger, dissatisfaction, irritation, often a combination of these feelings. Under the influence of such emotions, the manager raises his voice, makes harsh remarks, may yell, spoil the mood of the employee and not only. Logic suggests that the subordinate, in order to avoid the repetition of such a negative situation, will begin to work more attentively. But this approach is likely to be ineffective. In fact, the employee will get upset and hold a grudge and, if possible, will try to "get even" in another situation, for example, start performing their duties formally.

However, if the supervisor knows how to manage his or her emotions, he or she will be able to assess the situation in a more balanced way. The most sensible

solution is to have a face-to-face conversation and try to find out the reasons that led to this state of affairs. In such a situation, the manager will demonstrate a level of care and understanding that will benefit everyone involved.

To summarize, a high level of emotional intelligence is about 85% predictive of a leader's success. These are communication skills, empathy and other emotional qualities.

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LOGISTIC CENTRES IN THE REPUBLIC OF BELARUS: PERSPECTIVES FOR DEVELOPMENT

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Logistics is the science and practice of managing material and information flows. Its main goal is to organize processes in such a way that the level of service is as high as possible. Logistics helps to find the most cost-efficient and secure routes to deliver goods, which saves time and resources. Thanks to logistics methods, production processes become more automated, and costs are minimized, striving ideally to zero.

One of the essential elements of logistics is logistics centers. These are specialized enterprises with the main functions of cargo handling and storage, customs clearance and information services.

The main role of such centers is to optimize and improve the efficiency of supply chains, where they effectively regulate the flow of goods and services. In addition, logistics centers offer services such as packaging, labeling and sorting of goods, which greatly simplifies the activities of customers and allows them to