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NEUROLEADERSHIP AS A FACTOR IN SUCCESSFUL MANAGEMENT IN ORGANIZATIONS

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Annotation
In today's world, the success of a company depends on many factors, but the main ones are human resources. A special role is played by competent and effective management of them. The article deals with the concepts of neuromanagement and neuroleadership. Neuroleadership helps to coordinate the work of company employees, taking into account the understanding of the principles of the human brain. Doing business according to the laws of neuroscience is much more difficult, since we must take into account what others think, but at the same time, the use of neuromanagement in a company helps to correct the system of staff motivation, change the relationship between managers and subordinates.

Keywords: neuroleadership, effective management, neuromanagement, employee emotion management, Simon Sineki's "golden circle", employee motivation system.

INTRODUCTION

In the field of management, there are many examples of the successful work of a company in which the work of personnel is effectively organized, taking into account the theory of human behavior, the structure of the brain and understanding the basic principles of neuromanagement, which says that now in management it is not the external motivation of employees that is important, but the internal one. The interaction between the "golden circle" model and personnel management according to the principles of neuromanagement is shown. With the use of brain research in practice, it will be possible to benefit not only for personal life, but also for business activities. The success of companies primarily depends on the human resources that the organization has, and only the following in importance: material support,

technical base, availability of free cash. In many organizations, it is believed that a good manager or top manager is someone who works 24 hours a day, 7 days a week, while successfully coping with many tasks. It is worth imagining what kind of brain activity a manager has in the midst of a working day: calls, emails, ongoing projects, tactical tasks, while key issues, such as strategic planning for the development of an enterprise, have long been shelved. This management model has long ceased to be effective, and it is worth considering making changes in the work of the entire organization.

Over the past two decades, scientists have gained a new, deeper understanding of human behavior through the integration of sciences such as psychology (the study of human consciousness and behavior) and neuroscience (the study of the anatomy and physiology of the brain). At the intersection of the two sciences, a new direction has been formed - neuroscience, which includes: neuromanagement, neuroleadership, neurobiology, and neurotechnologies. Neuroscience is the study of which parts of the brain respond to different types of stimuli associated with social interaction. The term neuromanagement was first coined in 2006 by Qing-guo Ma, professor and director of the Neuromanagement Laboratory at Zhejiang University. The first mention of neuromanagement and the study of the brain through medical research was carried out by David Rock, the founder of the Neuroleadership Institute [1, 2]. Neuromanagement is a new scientific and practical direction at the intersection of neurobiology, psychology and management. The goal of neuroleadership specialists [3] is to help organizations realize their potential through understanding the processes of the brain and human mental activity at the individual, team and organizational level. The idea of neuromanagement is based on a triune model of the brain.

“The first part, the lizard brain, is the primary brain and is responsible for the survival instincts: food, water, sleep and procreation.

The second part is the limbic system: it is responsible for emotions and meanings. Everything that belongs to the category of the irrational happens here.

The third part - the neocortex - is the brain part associated with analytics, language, abstractions, planning" [4].

There is a special kind of nerve cells in the brain called mirror neurons. These are cells that are responsible for empathy and copy not only the actions of other people, but also their emotions and mental state. The discovery of these cells proves that we can sense other people and predict their desires, intentions, and goals with some accuracy [5]. One of the questions now being asked in the field of personnel management is

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David Rock in his study "The Brain. Instructions for use" examines the "threat-reward" mechanism that accompanies and regulates human behavior. The “threat” is understood not only as physical hazards and threats caused, but social situations, working moments and the surrounding environment can be interpreted under this concept [1]. Recently, neuroscientists have conducted a number of studies using MRI and provided evidence of what happens when the brain begins to perceive the possible "threat-encouragement" that a person faces. It turned out that the neural responses to “reward threats” are the same as those that are activated when a person begins social interaction with other people. This means that the human brain responds to social situations (friendship, acquaintance, conflict) in the same way as it does to physical interactions (pain, food). It also means that the brain perceives the workplace as a social environment that can be either 'threat' or 'reward'. Some executives have noticed that the new approach calls into question Maslow's well-known pyramid, which assumes that a person will begin to satisfy his needs, starting with physical survival and moving up the stairs step by step. In this pyramid, social needs are in the middle, and self-realization is at the top. Modern neuroscience research shows that the brain equates social needs and survival, such as being hungry and being rejected by society, and evokes the same neural responses [6]. The side effect is that most of the "threats" are an obstacle to your development, improvement and advancement, both as a person and as an organization as a whole. The emerging “threats” suppress our ability to understand, make decisions, remember, plan, solve problems, communicate, in other words, where people need large brain resources and thinking abilities, the available resources will be temporarily limited [7].

Simon Sinek, as well as John Lesinsky (the theory of "Zero moment of truth"), says that a person does a lot subconsciously, guided by the principles that are embedded in a person by evolution. Sinek argues that people do not always perceive language well, but very well perceive messages at the level of emotions and images, and he transferred the main idea to his model of the "golden circle". He found confirmation of his model in the study of large successful companies Apple, Dell, Google and work with influential leaders. Sinek noticed the peculiarity that the thinking that is characteristic of successful leaders is the exact opposite of how most people think, act and communicate [8]. By “why”, Simon Sinek means ways to encourage and inspire people to do what they enjoy: in modern enterprises, one can include a system of motivation and incentives for personnel [9]. Simon Sinek argues and explains why not many people and organizations can lead others, why some organizations become leaders in their industry and are in a better position, while other companies lose everything. It is assumed that most companies spend all their energy on telling "what" they do, they only refer to the neocortex. To force a person to buy a product, to fulfill an order, you must immediately turn to the feelings section, i.e. make a person believe in an idea, believe in what you and your company believe in [10]. This model shows that the emphasis in the company is shifting from the simple possession of material resources to the competent and effective management of the corporate component of the organization - corporate culture, leadership style, values and attitudes that the company's management adheres to [11].

One of the postulates of modern management is the focus on internal rather than external motivation. Numerous studies have proven that external criticism or material encouragement of a person has almost no effect on his performance. It is possible to work with maximum dedication only when we are motivated internally [12].

Modern management science understands that people don't want their every move to be watched. It is necessary to give the employee maximum responsibility and not follow his every step. To ensure this, you can use the Socratic method - the method of asking questions correctly. To set goals for an employee, it is worth asking colleagues to define them themselves. To give feedback, it is worth asking a subordinate for his opinion about his work. When people solve a problem on their own, there is a surge of adrenaline that activates neuronal cells in the brain. The Socratic Method is at the heart of the practice of coaching, where instead of lecturing and providing solutions, coaches ask appropriate questions and encourage their clients to seek and develop solutions on their own. The book by M. Atkinson "Life in the flow" discusses how to achieve excellence in business and personal life with the help of coaching, change your

attitude to life and understand the chaos of the latest technologies and opportunities [13].

The best that a manager can do is to create an environment in which employees themselves choose the behavior they need. When a person believes in an idea, burns with it, rest and money fade into the background, because the feeling of faith makes you move forward, encourages you to act [14].

Summarizing the above points, we can say that business is also a type of human activity. Strategies are created and implemented by people, competitors and customers, like managers, are people. When we use the knowledge gained through brain research, it becomes easier for us to understand every aspect of the business. Discoveries in neuromanagement will help us to benefit not only in business, but also to learn how to evaluate situations that occur in life and, as a result, make effective decisions. “The measure of management quality is ordinary people doing extraordinary things,” said Peter Drucker, management theorist.

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