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INTRODUCTION

The goal of this course is to teach the psychological and sociological tools for acquiring social competence. To be socially competent means to be a person whose individual abilities and skills meet the requirements of interpersonal, socio-role and socio-legal situations.

The social space of the modern world is very complex and tends to become ever more complex. The complexity of human social interaction clearly manifests itself in two features.

First, the social space of human interaction is situated on different levels.

The intrapersonal level: “I am I” interaction.

The interpersonal level of interaction: “I — the other”.

The social-role level of interaction “I in a role — the other in a role”.

The normative-legal level of interaction: “I — society (state)”.

Each level exists by its own rules and norms. A socially competent person is able to meet the requirements of any situation. A person needs to be able to find adequate ways of establishing connections and relations with other people and social institutions, to present themselves in a group, to adapt and integrate in the social and professional environment, to resolve conflicts (intrapersonal, interpersonal, role-based, legal) using modern technologies to solve problems of social interaction.

Secondly, social space is expanding rapidly. For many hundreds of years, different communities have developed in isolation. Each society has developed its own rules and norms of behavior and created its own unique culture time.

Did you know that there are about six thousand languages in the world? Forty of them are widely spoken all over the world. These languages are spoken by about two thirds of the world’s population.

The thing about any language is that it is unique. For hundreds of years, people have striven to invent a language that is understandable only to them. No one has yet been able to translate from one language to another without suffering a serious language loss. A language is a way of thinking, a way of perceiving the world. Languages, like people, are not alike.

Today, man lives in a multicultural space. People have started to unite. Of course, they have united before. But now it is becoming globally necessary. For some people it is a condition of survival, for others it is a condition of development.

A serious problem in the modern world is the loss of identity of those who, for one reason or another, find themselves in a world that is foreign to them. One finds oneself in a situation of “an alien among strangers, a stranger among one’s own”. The loss of identity gradually destroys a person, leading to various neuroses.

Now you understand that social interaction requires special preparation. By the way, adults start preparing a child from early childhood. The child knows how to behave in kindergarten, how to interact with a teacher, with friends...

Adequate and successful social interaction occurs when an action has not yet been taken but the person has already realised his or her intentions. The person has mentally interpreted the possibilities and consequences of this interaction. The mental attitude causes the person to have appropriate states, aspirations and possible responses. Think back to when you were preparing for a serious conversation that could lead to the break-up of a relationship, or the loss of a job. You need to prepare in advance so that the negative consequences are minimal.

Modern man needs to know a lot about their own nature and the nature of the human community, to be able to interact with representatives of different cultures, to understand and accept people in all their diversity. Therefore, representatives of various fields of humanities and social knowledge: sociologists, psychologists, educators, lawyers and economists are concerned with the problems of social competence.

The global community has developed and proposed the inclusion of a number of universal competences in the learning process of the younger generation. Mastering these competences will help the young person to integrate into the complexly organised modern world.

The course “Social Interaction in Industry” focuses on the formation of four competences (tabl. 1). The seven indicators as indicators of mastering the respective competence are the basis for the development of lectures and practical exercises.

Table 1

Universal competences in the course “Social interaction in the industry“

Competences	Indicators
UC-3. Is able to interact socially and interact and fulfil their role in the team	UC-3.1. Perception of team goals and functions, identifying the roles of team members and his (her) own role in it UC-3.2. Establishing contact in the process of interpersonal interaction, self-presentation
UC-4. Is able to communicate orally and in writing in the official language of the Russian Federation and foreign language(s)	UC-3.4. Using various digital tools to achieve goals in interaction with other people
UC-5. Able to perceive the intercultural diversity of society in socio-historical, ethical and philosophical contexts	UC-5.4. Self-identification in the context of cultural diversity
UC-6. Able to manage his/her time, build and implement a self-development trajectory based on the principles lifelong learning	UC-6.1. Formulating personal and professional development goals, the conditions for their achievement, taking into account personal and time resources (including using digital tools) UC-6.2. Self-assessment of the level of development in various spheres of life, identification of ways of self-development UC-6.3. Choosing priorities for professional growth, choosing directions and ways to improve your own activities based on labor market requirements for personal and professional skills

1. SOCIAL SPACE OF THE CONSTRUCTION INDUSTRY

As a result of studying this material, you will learn:

- what are the specifics of the social and socio-professional space of the construction sector and interactions in the internal and external environment;
- what is the state of the modern construction industry, and what changes are taking place in it;
- what are the characteristics of the construction labor market;
- what are the requirements for specialists in the modern construction industry.

Key words: social space, socio-professional space, actors of construction, modernization, training, construction labor market, migrant labor.

1.1. SPECIFICS OF THE SOCIAL SPACE OF THE CONSTRUCTION INDUSTRY

Construction is one of the oldest activities and is one of the most important, meaningful areas of life. People have been building dwellings, temples and public buildings since ancient times, using different technologies and building materials. Today’s construction industry is a complex production and technological system. This includes the erection of buildings and structures, major and current repairs, renovation, restoration and renovation. The construction process includes the organizational, inspection, design, construction and installation and commissioning work involved in the creation, alteration or demolition of a facility. It also includes interaction with other organizations and individuals in relation to such work. A multitude of participants involved in the work process in construction:

- investors/developers investing in construction;
- builders — persons providing construction;
- customers, persons authorized by the investor who carry out the implementation of investment projects (the investors themselves may be customers) ;

- contractors — persons who carry out work under a contract of employment;
- self-regulatory organizations (SROs) of surveyors, designers and builders;
- professional, scientific and creative organizations (e.g. RAACS, Union of architects, international organizations);
- the state (government and local authorities) that determine urban planning, housing policy, regulate and supervise construction.

Many individuals are also involved in the construction process: engineers, architects, planners, workers, etc., who is directly involved in the construction process.

Various intermediaries (logistics companies, transport companies, real estate agencies, advertising firms, service firms) are also involved at certain stages of the construction process.

In addition, construction as a sphere of production and business is closely connected with consumers and cannot exist in isolation from the interests and needs of society and specific people. Regions and territories, cities and industries develop through construction, millions of jobs are created, family, kinship and community relations are strengthened. Public welfare increases through construction, and the standard of living and quality of social groups and strata life increases.

Thus, the construction industry represents a multi-layered social space of interacting individuals. The structure of the construction complex includes building industry enterprises, construction organizations, enterprises of the building materials industry, installation, contracting organizations, design and research institutes and design bureaus.

The specificity of the social space of the construction industry is linked to an unusually broad set of interacting individuals who perform a variety of professional and social functions: architectural design, planning, organization and control, new construction and the renovation and restoration of buildings and structures, and the comprehensive renovation of existing buildings. All functions connect with a wide range of tasks related to satisfaction of society needs, social groups, organizations and individuals.

There are different patterns of interaction between participants in investment and construction action in the socio-professional space:

1. The traditional cooperation scheme assumes that construction and design work is carried out by different parties (fig. 1). This scheme is widely used in construction:

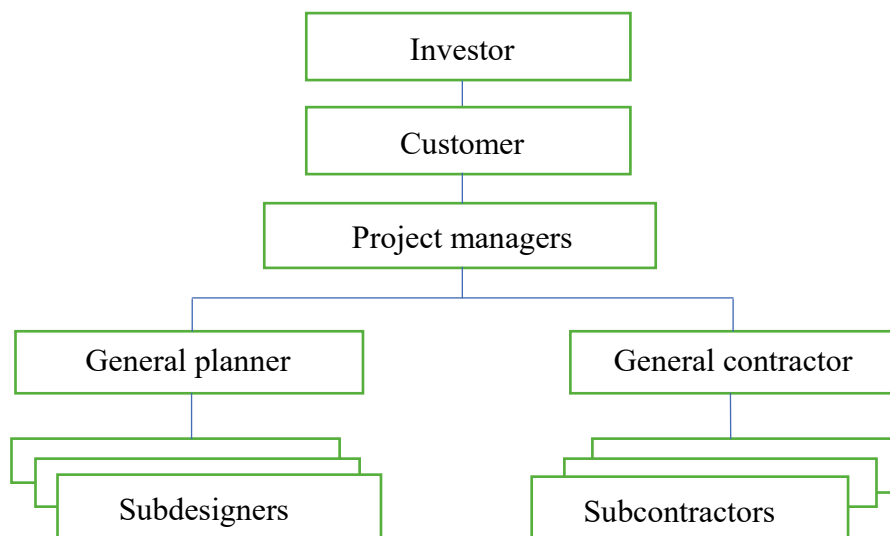


Fig. 1. The traditional cooperation schemes

2. The design-build scheme involves the transfer of design and construction functions to one actor in the investment and construction process.

3. The concession scheme for participants in the investment and construction process provides for public-private partnerships in the form of concessions that ensure the involvement of business

in the implementation of projects: construction of roads, energy facilities, utilities infrastructure, etc. The concession mechanism involves extensive external interactions with the organizations providing and supporting all processes of construction and subsequent operation of the facility.

The construction industry is extremely fragmented, mainly they are small firms. This is characteristic of the construction industry in industrialized countries. In the US, for example, the number of construction firms is growing steadily and now counts at around 2 million.

In 2020, there are 367700 active construction companies in Russia. These are mainly organizations with up to 100 employees.

Many construction organizations and businesses unite in associations. For example, the Association of Builders of Russia is a non-profit organization established on the basis of common goals and interests of its members — legal entities operating in the construction and related fields. In Germany, builders' unions have been established in the Länder and in the country as a whole. Their tasks include solving common problems for all union members, marketing the state of the construction market and assessing construction market conditions, defending their rights before state and municipal authorities, organizing training for workers, and carrying out individual assignments for specific companies for a fee. The Society of Civil Engineers exists in the USA. The Federation of Civil Engineering Contractors, the National Federation of Entrepreneurs in Construction exists in the UK.

The institution of self-regulatory organizations, as professional associations in business, finance and industry, is spread throughout the world. In Russia, the major industry association of self-regulatory organizations in the field of construction is Nostroy — which carries out construction, reconstruction, overhaul and demolition of capital construction building. The largest self-regulatory organization in the US is the National Association of Securities Dealers — NASD. Under federal law, virtually every securities firm doing business in the US markets is required to become a member of the NASD.

Belonging to a self-regulatory organization facilitates interaction in the internal and external environment and the resolution of various professional issues.

1.2. THE PROBLEMS OF THE MODERN CONSTRUCTION INDUSTRY

The construction industry is one of the largest in the global economy, employing 7 % of the world's working population, but its influence extends to other areas of life. That 7 % of the workforce builds the buildings and structures that we all live and work in, that allow us to generate energy and produce products. The construction sector has been lagging behind other sectors for the last 20 years. The main problems faced by the construction industry:

- the pace of modernization and digitalization is slow;
- turning the industry into the environmental sector (building technology, building materials);
- low labor productivity;
- the prevalence of informal connections and corruption;
- a high rate of injuries to workers;
- shortage of highly skilled workers;
- problems of adaptation of labour migrants;
- urban planning conflicts.

One of the main problems of the construction sector is low productivity compared to other sectors, and it is linked to the other problems listed above. In the US, labour productivity in the construction sector is lower today than it was in 1968. Labour productivity in construction is also not on the rise in European countries. Productivity in the construction sector is starting to lag more and more in countries such as Brazil and Saudi Arabia. A few small countries (notably Austria, Belgium and Israel) still manage to maintain high levels of productivity, and even achieve further growth. Meanwhile, China and South Africa are showing high productivity growth because of the low-base effect.

In general, labor productivity in the construction industry varies from country to country. There are also major differences between the regions. Labor productivity in the industry is particularly low

in Russia. There are differences within the industry as well. Labor productivity is higher in industrial and civil engineering (construction of large residential complexes). However, labor productivity is lower in companies specializing in locksmith, electrical or plumbing work, which are subcontractors and carry out small-scale projects (especially in Europe and the USA).

The global construction industry is characterized by excessive conservatism and extreme sluggishness towards the introduction and widespread diffusion of new technologies. Globally, the construction industry is considered medium and low-innovation.

Labor productivity depends on the modernization of construction production, the introduction of digital technology, new materials and modern means of automation. For example, the introduction of Building Information Modelling (BIM) systems, as well as the use of digital interaction tools, drones that scan, monitor and map sites can significantly improve the performance of the construction company and the industry as a whole. Cloud technology, in particular the control room, enables fast and accurate real-time data collection. This can have a major effect in analyzing the work done and making forecasts. The use of high-tech machinery and automation, such as robot bricklayers, also speeds up the construction process considerably. The introduction of predictive analytics and pattern detection tools will enable comprehensive monitoring of construction projects. Russia's construction sector has a particularly low digital technology base compared to the global level, and a low level of robotization.

Green technology is of particular value in the construction industry. This is because construction is one of the main anthropogenic factors affecting the environment. According to the international consultancy McKinsey, real estate in Russia contributes 30 per cent of greenhouse gas emissions, more than half of which come from residential buildings. CO₂ emissions and the accompanying global warming are already taking a serious toll on the country's economy. Scientists predict that by 2050 the financial damage of Russia will amount to 8,5 % of GDP (gross domestic product) and will grow.

The update of building standards started in Russia in 2018. The main challenge is to introduce innovative green technologies and energy efficient materials. Today, however, there are fewer than 200 buildings in Russia certified to BREEAM, LEED and DGNB green standards. The number of green buildings is increasing, but most of them are offices.

The main polluting factors during the construction phase include:

- earthworks;
- the materials used for construction;
- large amounts of dust and other debris generated during the dismantling of buildings;
- by-products of the use of construction machinery;
- noise and vibration impact on the environment and on people.

Problems also appear after the end of construction when buildings are in use: disturbance of sunlight on the ground (insolation), disturbance of the wind and hydrological regime of the area, reduction of vegetation, soil and water pollution, dusting, thermal pollution, etc.

Consequently, construction companies must observe the following principles of eco-technology:

- use environmentally friendly materials;
- apply energy-efficient building technologies;
- create an optimum microclimate in the home;
- develop cost-effective systems for water, gas, heating and electricity consumption;
- reduce waste during development and recycle it afterwards.

Training highly qualified engineers and upgrading the skills of workers can help improve the technological situation and increase productivity. There is a shortage of qualified professionals in the construction industry in many countries around the world. There is a serious shortage of qualified engineers, architects, planners and highly skilled workers in Russia. Digitalization requires the development of workers' competences and the acquisition of skills in modern equipment and digital tools. Mobility is needed for apprenticeships for young professionals, similar to those run by Siemens in the UK. Improving the digital skills of workers, and raising the qualifications of all staff, is also urgently needed.

The involvement of low-skilled migrant workers in the construction industry is a serious obstacle to increasing productivity. Migrants are widely used in the construction sector in Russia and there is still a high proportion of low-skilled labor.

In addition, the construction industry is heavily dependent on demand for its services and products from the public sector. The construction market is affected by informal connections and outright corruption. The nature of contemporary social and professional interaction processes only exacerbates these problems and perpetuates low labor productivity. This situation requires continuous improvement of interaction channels in line with changing consumer needs.

1.3. FEATURES OF THE MODERN CONSTRUCTION LABOR MARKET

Labor market is a system of social relations of offering and employing or buying and selling workforce. Supply and demand, manpower price, salary is formed on the labor market, competition between employers and between employees appears.

There exist *internal and outer labor markets*. Internal market is formed inside one enterprise: labor force is placed here, staff members are transferred to different positions or to different departments, and salary is defined. Social and labour relations are regulated by administrative rules and procedures.

Outer market involves relations between manpower sellers and buyers in frames of a country, region, and industry. These are relations connected with hiring workers of a definite profession, specialty, possessing definite skills. Internal and outer markets are closely connected. Any of them may prevail in countries with the developed economy. For example outer labor market prevails in the USA and England, internal labor market is well organized in Japan and France. The labor market model in Sweden has its peculiar features. The Swedish outer market model has active employment policy pursued by the government. The Russian labor market is just being formed and also has its peculiar features. A large governmental sector still exists in the economy. Public educational institutions of different types prevail, which train specialists and qualified workers for all economy sectors. This is a serious base for the development of outer (national) labour market.

There also exist *international and national* labor markets. National labor market involves all the public production — each industry gets from it the manpower of not only definite profession and qualification, but also with definite cultural and ethical qualities which answer the demands of the modern economy.

International labor market is a space of movement (migration) of labor resources from one country to another in order to get job or find more favorable terms in another country.

The labor market consists of separate parts — target markets or segments according to definite characteristics: demographics (sex, marital status); social and economic characteristics (education, work experience); professional criteria; psycho-geographical criteria (soft skills); behavior (motivation), etc. For example such workforce segments are in demand on the modern labor market: knowledge workers, programmers, ordinary skills, scientists, researchers.

There is a rigorous selection of the most talented, skilled and active workers. The market encourages highly experienced labor, developed skills, close interconnection between the contribution of each worker and the final result.

In this respect we can formulate the requirements of the modern labor market to young specialists:

- professional competence, “understanding” of the profession;
- breadth of professional knowledge;
- digital skills;
- practical experience (practical skills);
- educational mobility, continual learning and reeducation ability, responsibility for one’s development;
- ability to solve non-routine tasks;
- initiative;
- working efficiently;
- high responsibility;

- teamwork skills;
- ability to work individually;
- leadership.

The majority of the requirements concern professional and universal skills, which means educational results.

Educational results are what a person knows, understand and can do as a result of education. The range of educational results is very wide. It includes theoretical knowledge, practical skills, as well as social competences supposing ability to work in cooperation with others. The competences are listed in the National Qualifications Framework (NQF) which acts as a systematic description of qualifications structured by levels, which are acknowledged nationally and abroad, thanks to which educational results are evaluated and interconnected and diplomas, certificates of education are correlated. NQF is a mechanism of legal and institutional regulation of the demand for workforce and the supply from the system of education.

Today the construction industry market is changing due to the following factors:

- The construction business is actively growing. The number of working places and demand for new workers in the construction industry are growing.
- The requirements to employees become more rigid, especially to top managers and key specialists.
- The market retains unregulated spontaneous character, which is reflected in the mismatch between offers and training programs of qualified specialists. The balance between training process and real requirements of the industry is broken.
- The new generation entering the market is not planning to work only in one company and is in constant search for new working places.

A worker on the labor market offers employers ones knowledge, skills, and salary is their price. The higher worker's requirements are, the lower is the demand for this worker among employers. On the other hand the lower salaries are, the less workers are ready to take the job. These are the laws of supply and demand on the labour market of qualified specialists.

Generally, we can call the construction labour market manpower-surplus that means there is a great amount of unemployed and labour supply (unqualified or low-skilled jobs). Though the problem of the modern construction industry is the lack of qualified specialists. There is a close interconnection between economic growth rate of a country and its educational level: there are more than 50 % of highly-skilled specialists in Israel, Luxembourg, Singapore, 34 % in Egypt and 1 % in New Guinea. In the Russian Federation this rate is 44 %.

In Europe the lack of workers is of structural character. This is especially vivid in technical professions, digital sphere and “green” economy. In the USA the number of construction vacancies has grown by 12 % as compared to the period before COVID-19 pandemic. As a research of the Chamber of Commerce of the United States shows almost 90 % of for-profit companies could hardly find qualified workers.

Beginning with the pandemic the labour force deficit has achieved 40–50 % on Russian building sites. Though Russian construction companies are in great need of frontline managers and highly specialized experts. Construction foremen, proof architects and engineers, chief engineers and chief architects, special works project managers (engineering systems), approvals and permits managers, construction directors, The market retains unregulated spontaneous character, experts in integral engineering control, specialists in product development, branding and promotion, BIM managers experienced in BIM technologies, knowing information modeling are most in demand.

All these specialists need higher construction or engineering education. Applicants for superior positions with high responsibility need construction education and professional knowledge because modern construction is turning into high-tech sphere.

The present stage of higher educational system development is characterized by a tendency for international integration and unification. Although engineering workers are still being trained differently in different countries. So entrance conditions and training quality differ. In European and North American universities they require special reasoning, deep knowledge of mathematics, creativity

and disposition towards art (architectural and design bias), as well as readiness for long learning and probation to enter construction faculties. New specialties are being open in universities, which correspond to the requirements of the changing industry. Educational programs are being advanced and new active learning methods are being implemented. The majority of universities giving architectural and construction profession are situated in the USA. Popular American universities in the construction sphere are: Massachusetts institute of technology, Yale University, University of Minnesota, Boston Architectural College.

In Russia the main bases for education of qualified construction specialists are: MGSU, MIA, architectural and engineering universities of Russia. Experts have to admit that the qualification level of graduates of construction universities and special construction faculties in technical universities is not high enough. The reason for it is first of all lack of motivation of young people to get engineering education. The first reason is that the graduates of construction universities don't want to work on construction sites because it is non-prestigious. The second reason is that salary level does not correspond with responsibility level. The third reason is the absence of practical skills and unwillingness of employers to hire them.

Heads of construction companies have to invest big amounts into training and re-skilling of staff, organizing lots of courses and seminars for skills upgrading in the field of new technologies. In this respect it is more profitable for an employer to train a person already working than to hire a graduate without practical experience. As experts say in the beginning of the XXth century knowledge was renewed every 20–30 years. Now the knowledge is renewed by 15 % yearly, i.e. every six years. In this respect there is a necessity of constant professional education: skills upgrading of specialists right within their companies; implementation of “apprenticeship”; professional education in employment centers.

Russia is dependent on migrant labor; to a greater extent, this applies to the construction sector, which could become a growth point if it were not for the acute shortage of workers at construction sites throughout Russia. At the end of 2020, it was stated that 40 % of companies using the labor of visiting workers suffer from a lack of workers; in 2021 it was already about 60 %.

Labor migrants are workers of various qualifications.

However, the flows of migrants are dominated by those who do not have qualifications; they find niches that are not occupied by the local population. Salaries in the construction industry in Russia since the beginning of 2021 have increased from 50 to 80–90 thousand rubles. But the Russians are in no hurry to take the places of foreign workers at construction sites, since this is mostly low-skilled and not prestigious physically hard work. Migrants agree to work in any position and for less pay; employers take advantage of this situation, not paying extra to migrants for a longer working day. In some cases, migrants are more disciplined; they are more convenient for the employer, because they depend on him. According to the Ministry of Construction of the Russian Federation, Russian construction projects lack 190 000 workers. There is a shortage of migrant workers in 50 of the country's 77 regions. The implementation of large-scale infrastructure projects that can directly affect GDP growth depends on the labor of a migrant.

Summary

1. The construction industry is a key area of society, as it creates the buildings and structures necessary for people to perform various functions: work, leisure and recreation. The social space and socio-professional space of the construction industry are complex, multi-layered formations with ramified channels of interaction. The complexity of the interrelationships is determined by the complexity of the social and professional structure of the industry. The complexity of internal and external interactions is also related to the challenges faced by the construction industry.

2. There are many problems in modern construction, among them: ensuring the environmental friendliness of the industry; low labor productivity; the existence of corruption; a shortage of highly qualified workers. The existing problems can be solved by improving organization and management at all levels of the construction industry.

3. The modern construction labor market lacks specialists who perform high-tech working functions. It poses higher requirements to the construction education, in particular educational programs advancing and implementation of active learning methods.

4. The construction industry employs low-skilled migrant workers. It is one of the problems of the Russian construction sector.

THINK ABOUT AND ANSWER THESE QUESTIONS

1. What elements does the traditional scheme of social-professional interactions between participants in the investment and construction process consist of?

2. What problems exist in the modern construction industry?

3. What specialists are lacking today in the construction industry?

2. PERSONAL AND PROFESSIONAL DEVELOPMENT GOALS

As a result of studying this material, you will learn:

– that goal setting is active and passive;

– what prevents people from setting their own goals;

– what is the difference between the concepts of “growth” and “development,

– that self-development and self-education accompany a person throughout his or her life, and they need special support.

Keywords: Value goal setting, set goal setting, self-assessment, growth, development, self-development, self-education, individual personal potential

2.1. ACTIVE AND PASSIVE GOAL SETTING

Goals are the linchpin that keep people whole and allow them to be themselves in any circumstance. It could be said that a goal creates a person, it also preserves them.

Value goal setting (goal-setting) is divided into those that are set by the man himself (active) and those that are given to him from without, in particular at work (passive).

A person rarely sets goals independently, preferring to repeatedly implement the same goals.

Active goal-setting (value-setting) is the result of social creativity, are social values. They include:

Ideals are absolute values such as life, harmony, health, happiness, love, justice, etc. Ideals are many: social, legal, religious, economic, ethical, national and others. Ideals are imaginary perfections. They do not require logical justification, there is no question of “why” in relation to them. They exist as an absolute, as a light on the horizon. Ideals show people where they should aspire to. However, people give different meanings to ideals. Every historical era, every age has its own ideals. One person’s understanding of happiness may not coincide with that of another person, even if they are relatives.

Ideologemes are also values, only applied. It is a political term, it is distinguished by content vagueness (everyone understands it in his/her own way), it has an emotional coloring. One can and should ask questions and get answers in relation to them: “What is the main thing in life?”, “What to strive for?” There are so many ideologemes that nobody even tries to count them. Ideologemes include values of order, development, well-being. For example, legality, discipline, competition, democracy, quality, innovativeness, etc.

The image of the desired future, a kind of daydreaming, contains both emotional and rational moments. It answers the question: “What kind of society (state, organisation, the individual) wants to become?” Unlike dreams, the content of the dream is projected into a societal and personal perspective of life.

A mission is what a society (organisation, person) brings to people. This concept is widely used in different spheres, but is interpreted differently in different theories and spiritual practices. In general, it can be said that mission communicates the meaning of existence, the benefit it brings. It answers the questions: “What is our purpose?”, “Why are we needed?”

Mission is an important element in goal setting. It helps a person to better understand what they are striving for, to correctly formulate the goal, to find adequate means to achieve it. Mission and purpose are different concepts. Mission is directed outwards, indicating what we want to give away.

Passive goal setting (Assigned).

Passive goal setting, as a type of goal setting, is often referred to as a life condition. They arise spontaneously and are not a matter of choice for the individual.

Goals that are dictated by our needs and can never be met once and for all. Needs for food, relaxation... These needs are formed inevitably, they manifest themselves on a daily basis. We cannot ignore them.

Goals from threats. Alas, our lives are always threatened by something: an exam, a relationship breakdown, rain in the street... Threats are not just external. Threats to fall ill, to not know, to forget they are threats that lurk inside us. A person needs to detect the threat and understand how to counter it. At the organisational level, special trained people are in charge of identifying real and potential threats.

Goals (Targets) from problems. If you listen to a person, they “always” have some kind of problem. Note that a problem is always subjective. What is a problem for you is not a problem for someone else? Is a mathematics exam a problem? It depends on whom. So, to understand why you have a problem and where to look for a solution will be your individual solution, your goal.

Objectives are benchmarks for some kind of task. They are formulated in a directive way, e.g. “You should study well”; “It should be done by the end of the month”. You could say that benchmarks are a kind of trajectory that does not allow you to deviate from the main goal. Competitive goal setting.

The peculiarity of these objectives is that they can be evaded, ignored.

Goals as a result of a struggle of interests. Full coincidence of the interests of people or organizations is rare and usually does not last long. Sometimes, in the process of communication, a person fully accepts the interests of another, ignoring their own. This is a dangerous situation — a person who has lost their own interests becomes uninterested. Therefore, it is important to understand how to defend one’s own interests: win, retreat, compromise.

Goals as a result of mutual comparison: to be the same or to become even better. Society offers many goal patterns to choose from. A person can choose what is closer to him and move towards the cherished goal. Mutual comparison is seen as one of the strongest motivators of human behavior.

Goals may be considered in a different way. This classification seems familiar to many people.

Strategic goals are also value goals. These are the most important life goals. Strategic goals focus on the life perspective as a whole. They respond to the query “what I want to be”. To achieve these goals, people spend almost their entire lives.

If we consider that a person has to respond to every day, momentary goals (operational goals) on a daily basis, it becomes clear why it is so difficult to “hold on” to a strategic goal.

Between these two poles of goals: strategic and operative, a person formulates tactical goals for himself/herself. These goals reflect separate stages of achieving the strategic goals. Otherwise, the conditions of our life will not allow us to achieve what we want.

Setting your own goals and accepting the goals of others

Throughout life, a person has to constantly face two major challenges.

First, accepting external goals as one’s own. This is a prerequisite for study, work and life in general. At first glance it may seem simple. No. A person always realises his own goals (tasks). Any goal offered, a person transforms it for himself/herself, most often unconsciously. Acceptance implies understanding. A common answer to the question of why one does something wrong is: “I understood it this way”. Indeed, understanding is always subjective, everyone understands in their own way.

Secondly, setting one’s own goal. Dreams, projects, images of the desired future can accompany a person throughout his life. But as soon as it comes to setting a specific goal, many people refuse to take that step. According to international studies, less than three percent of humanity fix their goals, and less than one percent of those three, more or less regularly review and adjust goals.

So why do people backtrack before setting a goal?

Studies have identified a number of common reasons.

The first reason is that people are not ready to take responsibility for their own lives. A person should recognise that the goal is his, so the responsibility for it also lies with him. Taking full responsibility for one's life and everything in it is the first step to setting a goal. An irresponsible person uses all his creative energy to invent excuses and justifications.

The second reason is low self-esteem, which prevents a person from setting worthy goals. A person who lives with the feeling that he does not deserve anything good or that he is not good enough, hardly able to optimistically look months and years ahead, set yourself serious goals.

The third reason is that they are not aware of the importance of goal-setting. Goal setting is an intellectually and emotionally complex process. There are different social communities and not all of them are goal-oriented. As a rule, their lives are based on the principle of daily "survival", the reproduction of habitual goals. If a person lives in such a social environment, he or she will find it difficult as an adult to recognise the importance of goal setting.

The fourth reason is more common than the others. People do not set goals for fear of failure. Failure hurts, takes away strength and lowers self-esteem. This, on the one hand. On the other hand, failure is a prerequisite for success. True success is no accident, it is inevitably preceded by many defeats. It is the lessons learned from failures that make success possible. Therefore, it is better to eliminate from your vocabulary the words "failure", "defeat", "failure". Replace them with "temporary failure" or, better yet, "valuable lesson".

The fifth reason, when one realises the significance of a goal, is not knowing how to do it.

It is naive to think that a desire, a dream, is enough to achieve success. "Wanting" is not enough, our dreams have a blurred outline, and the goal must be clearly defined. A serious obstacle to goal-setting is the inability to separate one's own goals from those unknowingly borrowed or imposed by others. One may think that the easiest way to find your own goal is to choose something most sympathetic from others' "wants" (competitive goal-setting). Alas, it won't work. It takes a powerful motivation to achieve a goal, and the desire to be like someone else does not have that motivation. This desire may be capable of triggering action at some point, but it will not last in the long term.

A goal, whether it is strategic, tactical or operational, must be clearly articulated.

A properly set goal:

- directs efforts in a given direction, helps in all circumstances to choose and do what works towards the goal;
- allows you to measure the success of your actions;
- progress towards the goal gives new strength and creates a positive attitude and reinforces a constructive pattern of behavior.

In management, requirements for effective tactical goal setting have been developed called SMART requirements. According to these requirements, the goal should be:

- Specific;
- Measurable;
- Achievable;
- Realistic;
- Timed.

Goal-setting technology has been developed in psychology. It involves a series of sequential steps. The psychologists who developed this technology were convinced of its high effectiveness. But the results were much lower than expected. Each step concealed hidden difficulties, which people overcame with varying degrees of success.

It turned out that people seeking success in achieving the goal, different understandings of success, and therefore subconsciously go different ways to both set goals and to achieve them

Researchers claim that the vast majority of the world's population (about 80 %) know only one kind of success: survival. They live poor, they age quickly, they "spin like a squirrel on a wheel", feel-

ing fleeting happiness. Life for them is a game of chance, so they don't set goals, they go with the flow, realising other people's goals, they feel like a victim: "Nothing depends on me!"

Like a game of roulette, "survival" becomes the main need and meaning of life, finally taking shape in their student years. Believing in the jovial saying that "from session-to-session students live merrily", they allow themselves to relax at the beginning of the semester. Then they become particularly active, at first feeling only fear, and when they manage to survive, joy: "Hurray, I haven't been kicked out!"

If conditions allow, over time these people will begin to behave in a similar way at work. They will themselves (unconsciously) create a situation of emergency, a crisis. When they come out of the next crisis they will feel like heroes. Alas, this feeling suffices for a short time.

In psychology they say they are people living in the past. They tend to look quite "shabby". Uncertainty and confusion instantly turn into aggressiveness and impudence, and uncertainty again... Life in a circle, and, mind you, in someone else's circle.

Some 20 % of the population, generally living in rapidly developing industrialised countries, view success as the acquisition of material goods. These people have something to strive for. However, they do not set goals as such, just daily tasks: "I have to do (acquire) this and that". They understand that "patience and work will overcome everything", however, they do not count on happiness for their hard work.

Are these people happy? Yes, of course, at the moment of purchase, especially if they have managed to get something "for cheap". For students, this manifests itself in the joy of getting a positive mark for poor subject knowledge ("lucky!"), of buying a new mobile phone or, even cooler, a car.

The presence of people oriented towards the acquisition of material goods, striving to have everything fashionable, new, prestigious, is very advantageous to the industry: it is they who allow it to flourish. In this race, however, the individual is a "fast-wearing cog" in the industrial machine. True, young people believe that as soon as they earn a million rubles, or better yet, dollars or euros, they will stop working immediately and live off the interest. This category of people, like the previous one, perceives success as something external. When crisis strikes, their first intention is to work harder and harder. Putting in more effort, working longer hours is not always effective. The most effective way is to think.

If we believe the American researchers, then by the end of the 20th century they managed to identify about 2 % of the world's population, who by all indicators correspond to the notion of successful, happy people. They live longer than others, they are healthy and energetic, there is peace and harmony in their souls, they are as rich as they need to be, they feel free and financially independent, they have good, equal relations with others, they love life in all its manifestations.

What is it about them that allows them to achieve true success, to be more capable than others, to feel happiness as a constant background to their lives?

It turns out that the reason lies in goals and values. These people always and in everything they seek self-development and self-improvement. They do not look for the main value in life outside, but within themselves. Creative and change-loving, they aim at finding universal solutions in any activity. If they tackle a problem, they want to understand how to solve any given type of problem.

When faced with difficulties, they interrupt their activities with the sole purpose of thinking! All inventions, it is sometimes joked, come from laziness, or rather the desire to replace hard work with an easier and more productive one. This is possible by thinking about and finding new ways of doing things. This is what happy and successful people do. They do not try to get rid of the problem ("to survive") in the naive hope that it will not happen again. They do not solve a problem as a specific single task (the main thing is to have the "right answer"). These people are oriented towards the future, which they themselves are building. They set goals and do their best in the circumstances at the time. They are confident in themselves because they know themselves and have every reason to count on themselves, choosing their path and accepting the world as it is.

So, let's aim for the global goal of self-development.

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