

**PSYCHOLOGY OF MANAGEMENT IMPLEMENTATION
OF TASKS AND MAKING DECISIONS***Brusnitsyna D.E., Naumik-Gladka K.G.**Simon Kuznetz Kharkiv National University of Economics*

Abstract. The article about psychology deals with the issue of procrastination, its role and importance in people's lives. Consider the definition of the term «procrastination», its symptoms, studied the history of appearance of this disease. Discussed the question of how to be able to distinguish procrastination from ordinary laziness and how to deal with it.

Keywords. Procrastination, syndrome of delay, paralysis of decisions, objectivity, motivation, self-discipline.

**ПСИХОЛОГІЯ УПРАВЛІННЯ ВИКОНАННЯМ
ЗАВДАНЬ ТА ПРИЙНЯТТЯМ РІШЕНЬ***Брусніцина Д.Е., бакалавр, Наумік-Гладка К.Г., д.е.н., професор**Харківський національний економічний університет ім. Семена Кузнеця*

Анотація. У статті стосовно психології розглянуто питання про прокрастинація, її ролі і важливості в житті людей. Досліджено визначення терміна «прокрастинація», її симптоми, вивчено історію появи цього захворювання. Розглянуто питання про те, як вміти відрізнити прокрастинацію від звичайної ліні і як з нею боротися.

Ключові слова: прокрастинація, синдром «відкладання на потім», параліч рішень, об'єктивність, мотивація, самодисципліна.

**ПСИХОЛОГИЯ УПРАВЛЕНИЯ ВЫПОЛНЕНИЕМ
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Аннотация. В статье раскрыто понятие «психология управления выполнением задач и принятием решений». Рассмотрен вопрос про прокрастинацию, ее роли и важности в жизни людей. Преведено определение термина «прокрастинация», ее симптомы, изучена история появления этого термина. Определены факторы, позволяющие отличать прокрастинацию от обычной лени и раскрыты аспекты как с ней бороться.

Ключевые слова: прокрастинация, синдром «откладывания на потом», паралич решений, объективность, мотивация, самодисциплина.

Introduction. Each of us postpone important things for later, maximally delaying their implementation, doing everything instead of them – unable to explain to ourselves why we are doing this, and then to be tormented by a sense of guilt due to the broken terms and the fact that we again let someone down. So, each of us meets with this feeling of subconscious laziness not once in a lifetime. Therefore, this topic is very relevant among young people, since procrastination destroys life and it is necessary to understand how to overcome it.

The purpose of the report is to consider what is procrastination, to determine its characteristics and understand how to deal with it.

Research results. Procrastination – the propensity to permanently postpone even important and urgent cases, leading to life problems and painful psychological effects [2].

When we can not convince ourselves of the urgency of carrying out the necessary or desired tasks, this means that we will procrastinate. Instead of important things that make sense for us, we are doing something insignificant:

- 1) watching TV shows;
- 2) watering flowers in the office;
- 3) playing computer games;

- 4) spending time in social networks;
- 5) eating (even if not hungry);
- 6) doing re-cleaning;
- 7) aimlessly loitering around the office;
- 8) Simply "spit in the ceiling".

Later, because of self-reproaches and frustration, there is a feeling of helplessness, again leading to procrastination.

According to psychologists, stable procrastination is available in 15–25% of people. And, as shown in the longitudinal study, over the past 25 years, the level of procrastination among the population has increased [6].

We should pay attention that procrastination is not just laziness. Because a lazy person does not want to do anything and does not feel any concern about this. Person, who procrastinates will glad to be something to do, but he does not get to start.

Also procrastination should not be confused with rest. During the rest we are filled with new energy. When procrastination, on the contrary, it is lost. The less energy we have, the greater the chances of postponing the task for an indefinite period and again doing nothing.

People like to leave everything at the last moment, explaining this by the fact that they are better at working in the conditions of work and approaching deadline. But in fact, this is not so: postponing cases for a deadline is a breeding ground for stress, reproaches and inefficiency. Here it does not hurt to remember the well-known proverb: "Do not put off till tomorrow what you can do today."

In the scientific revolution the term "procrastination" was introduced in 1977 by P. Ringenbach in the book "Procrastination in human life". In the same year, a book by Ellis and Knaus (Ellis, Knaus, 1977) "Overcoming procrastination," which was based on clinical observations, was published [4, 5].

A number of scientists led by P. Still (Steell, 2006) note that the "syndrome of tomorrow" existed in the history of mankind always, as evidenced by documents of antiquity. It's just that scientists did not pay attention to him.

People suffered from procrastination from time immemorial. Even the ancient poet Hesiod paid attention to this problem in the poem "Works and Days": And do not postpone business until tomorrow, until the day after tomorrow: Empty barns in those, who work is lazy and always likes to postpone business: wealth is given in kind. The diligent person struggles with troubles all life continuously [10].

The Roman philosopher Seneca warned: "As long as we put off life, it passes." In this quote, the main reason why it is necessary to fight against procrastination is named.

N. Milgram et al. (1993) initially distinguished five types of procrastination:

- 1) daily (household), i.e. postponing household chores, which must be performed regularly;
- 2) procrastination in decision-making (including minor ones);
- 3) neurotic, that is, postponing vital decisions, such as choosing a profession or creating a family;
- 4) compulsive, in which a person combines two types of procrastination - behavioral and in decision-making;
- 5) academic, that is, postponing the fulfillment of study assignments, preparation for examinations, and so on [3].

Later, Milgram and Tenne (Milgram, Tenne, 2000) combined these types into two: postponing the execution of tasks and postponing decision-making.

Procrastination is one of the main obstacles preventing us from living a full life. The regret over missed opportunities and the associated self-defeats take much more time than would go to the solution of the problem. A recent study showed that people on their deathbed regret most of what they did not do, not about what they had done [1].

Due-to the procrastination, we are losing time that could be spent with benefit. If we manage to defeat it, we will be able to re-do more things and more effectively realize our life potential.

Consider the paralysis of decision-making in present time.

As in our time, things are postponed for later? Today there are more and more opportunities for procrastination. Learning to combat procrastination is one of the most important tasks of modern man.

Over the past hundred years, life expectancy has almost doubled. Child mortality during this time has decreased by almost ten times. Thanks to the Internet, we can have more knowledge about the world and another interesting and useful information. We can travel on the whole planet. Knowledge of foreign languages helps to find understanding in foreign countries. In our pockets we have mobile phones that are more sophisticated than supercomputers 20 years ago [7, 11].

The possibilities of using our potential, offered by the modern world, are enormous. They can be imagined as scissors. The more chances for us to appear in the modern world, the wider it is possible to uncover these imaginary scissors of possibilities. And today the number of these chances is greater than ever [9].

The ideal of modern society is built on the idea of expanding individual freedom, on the belief that the more people have it, the more they will be satisfied. According to this theory, with each disclosure of scissors of opportunities, we should become happier and happier. So why are people not happier than their ancestors today? What problems creates an expanding range of opportunities?

This is primarily the problem of choice: the more opportunities we have, the more difficult it is to decide on something. There comes the so-called paralysis of the decision. Consideration of all options requires such energy inputs that in the end we can not choose any of them. We postpone the adoption of a decision, and at the same time the commission of actions connected with it. We procrastinate.

Consequences of the procrastination:

1. Increasing paralysis of the solution contributes to the intensification of procrastination.
2. Postponing leads to a decrease in productivity.
3. The realization that we do not make full use of our potential causes self-defiance and frustration [4].

There are simple tools (techniques, methods) that can help you every day to use your potential in full. These techniques enable more efficient use of the human brain, as well as an innate or acquired propensity for inefficiency. The secondary product of the fight against procrastination is the more frequent activation of pleasure centers in the brain. Thanks to this you will experience more positive emotions.

Consider the influence of motivation. Once we were born, and one day, unfortunately, we will die. The time of our life is limited and of course. Therefore, the greatest value is precisely the time. And not money, which, unlike time, we can borrow, save or earn. As for time, every moment of its inimitable moment goes away irrevocably.

The fact of the finiteness of life was brightly expressed by Steve Jobs in his address to the students of Stanford University.

Awareness of the finiteness of life leads to the fact that we try to spend the days we have given carefully. We start looking for something that we would like to devote our time on planet Earth – we begin to search for a personal vision.

If we manage to find this vision, it will become for us the most effective motivational magnet. It will help us in the present to do what we really see meaning, and at the same time will draw us to our ideal future.

Consider the influence of Self-discipline. The two main components of self-discipline are productivity and effectiveness. In the day only 24 hours. If you subtract the time allotted to sleep, there will be productive time [10].

Productivity is measured by how much percent of the time we spend on activities that correspond to our personal vision. Regular sleep, time management and positive skills significantly increase this percentage.

Efficiency is an indicator of whether our actions are key, moving us forward. This includes the ability to prioritize, delegate authority and properly divide large tasks into smaller parts.

Imagine your vision as a path. Productivity is an indicator of how long each day you go along this path. Efficiency determines whether you make the greatest possible steps.

Self-discipline is a common ability to act in the channel of your personal vision.

As the proverb says, "A plan without action is a dream. Action without design is a nightmare". This saying expresses two basic life problems. Many people have their own vision, but they do not do anything to follow it. Others, on the contrary, do something, but do not see the point in this. Ideally, we need both a vision and an action. If this happens, there will be emotional and material return.

Emotional feedback is associated with the production of dopamine, a neurotransmitter that causes a sense of satisfaction. Material returns are concrete results of labor.

Consider the influence of Objectivity. Objectivity – is an important tool for testing our not always unerring intuition, it is a method of knowing the nature of things. The increase of objectivity is based on getting a person feedback from the surrounding reality regarding his views and actions. Since the brain tends to believe in something that is not really true, we need to tirelessly discover places of possible bias.

As Bertrand Russell, a Nobel laureate and one of the most famous mathematicians and philosophers of the twentieth century, "the problem of the modern world is that fools are self-confident, and intelligent people are full of doubts."

The process of overcoming procrastination can be divided into three main blocks:

1) a comprehensive analysis of the manifestations, sources and consequences of procrastination in the subject, identifying the main prerequisites that are crucial for the emergence of a desire to postpone the execution of the case;

2) work with the procrastinator's representations about his abilities and success, with his self-esteem and level of aspiration;

3) the formation of the subject's skills of adequate timing, setting and achieving goals, the ability to soberly assess the complexity of the task, the effort required to implement it, and so on [1].

Consider 7 following practical rules, which are proposed that will help get rid of procrastination:

1. Compile a numbered list of cases that have already accumulated.

2. Make this list now.

3. Define the priorities (importance, urgency), sort the cases according to the implementation priorities. Exclude from the list those cases that have already lost relevance or have never been important.

4. Ask yourself whether you really want to do the things that are on the list. Exclude those that "need", "must", "must" do.

5. Try to understand all the possible reasons that did not allow you to finish the business before. Be honest with yourself, it's in your interest.

6. Do exactly as many cases a day as you planned ahead. Observe rest in the breaks between business and also in the evening hours after completing the entire amount of work.

7. Never scold and in any case do not blame yourself for not being able to fulfill your daily norm, just step back. Treat this fact calmly, remember your long-term goal [1].

Conclusion. We can say following: procrastination is not laziness, but inability to force oneself to perform necessary or desired actions. Looking into the history, we find that people have postponed their business for a long time since time immemorial. Our time contributes to the

development of procrastination, so you need to learn to fight it. The choice of opportunities offered to us by the modern world, the largest in the history of mankind. Scissors of possibilities are disclosed as widely as never before. Expanding the options often leads to the development of a paralysis solution. Because of the paralysis of decisions, fluctuations in their acceptance and postponement for later life passes us, which makes us unpleasant emotions. There are simple tools that help to defeat the paralysis of decisions and procrastination. If we use our potential, then in our brain the pleasure center becomes active, dopamine is produced, and we experience positive emotions.

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