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MAKING MANAGEMENT DECISIONS IN EXTREME SITUATIONS

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Summary. *The article presents a general description of management activities in an extreme situation, the main directions of application of social technologies of management activities in extreme situations. The main difficulties that arise in the management of extreme circumstances are analysed and the basic principles and approaches to their solution are identified.*

Keywords: *emergency, emergency situation, risk management, management activities in emergency situations, social technologies.*

Emergencies pose a serious challenge to management personnel, most of whom are not specially trained to deal with emergencies.

An extreme situation is seen as a sudden transition of a system (environmental, social, economic, technological, etc.) from a stable state to an unstable one, which threatens to disintegrate the system. The reason for this is an excessive increase in the internal or external tension of the system.

An emergency is a special case of an extreme situation, but it has a number of specific features. An emergency is defined as the situation in a certain territory that has developed as a result of an accident, catastrophe, dangerous natural phenomenon, natural disaster and entails human casualties, threatens human health and the environment, and also threatens significant material losses and disruption of people's living conditions [1].

Disaster management is characterised by a high degree of uncertainty in the unfolding of events, socio-psychological instability, imbalance of the psycho-

emotional state and behaviour of the population, and a lack of time to develop and implement decisions to stabilise the situation. This significantly complicates the management of people and their associations and, at the same time, raises the need for special professional and psychological training of managerial personnel to act in an extreme (emergency) situation.

The main difficulties faced by any self-organised system in an extreme situation are the lack of management capacity and the need for additional financial, material and human resources, which are usually in short supply.

In everyday life, most citizens do not pay attention to the work of management structures whose activities are related to disaster response. In the event of an emergency, interest in the work of these structures and their effectiveness increases dramatically, as different groups of the population become more demanding of management activities, while

The psycho-emotional factor of a disaster, especially when there are a large number of victims, inevitably affects not only the victims themselves but also the rescuers. At the same time, it is unacceptable to reduce the productivity and coordination of specialists' actions, and to create the effect of emotional contamination due to the public's reaction. This is possible only if the leadership and employees of ministries and agencies involved in disaster response are professionally and personally prepared, and their actions are systematic, conscious, and coordinated.

In order to perform their activities effectively, managers and employees involved in disaster relief need to promote the formation of a high disaster culture among victims, an active strategy of behaviour, and limit the spread of victim psychology, since only people who act actively are able to overcome the negative consequences of an extreme situation [3].

The main areas of application of social technologies of management activities in extreme situations are:

1) awareness of the growing degree of risk from the activities of modern powerful technological systems by the employees of the management bodies;

2) reducing the press of secrecy around these industrial facilities and explaining to the surrounding population the degree of real risk from their operation, teaching basic methods of behaviour in case of danger;

3) ensuring the safe operation of potentially hazardous technological systems in order to prevent accidents and disasters;

4) increased attention of management personnel to all cases of technological accidents and disasters;

5) timely measures to prevent extreme situations, in particular, preventing the location of potentially and environmentally hazardous industries near large settlements [4]. Disaster management is basically about managing hazards. It has three main components: 1) preventing the danger of an emergency; 2) combating the danger arising in an emergency; 3) eliminating the dangerous consequences of an emergency. Механізм вироблення управлінського рішення в екстремальних ситуаціях включає низку етапів: встановлення доцільних дій, логічне планування діяльності, вироблення програми дій, адекватної ситуації, що склалася [2].

The ability to make a management decision, despite the many alternatives, may be limited by a lack of resources, experience, and management attitudes. Therefore, a manager often takes into account only a small part of the factors that influence decision-making and considers only a few alternatives from the available range of decision options. In an extreme situation, decision-making is further complicated by the lack of experience in dealing with similar conditions, lack of time, and shortage of human and material resources.

A special class of decision-making tasks is the task of taking into account risk and safety factors. Risk factors, understood as the probability of losses, have a significant impact on the decision-making process.

This necessitates the development of a system of knowledge and skills in future firefighters and watch commanders that will enable them to analyse risks and make professional management decisions in situations of risk and uncertainty. This is especially important given that the lives of people - both those affected by the emergency and the firefighters and rescuers themselves - often depend on the decision made.

A decision is the choice of an alternative. Decision-making is a connecting process necessary for the performance of any managerial function.

Conditions of uncertainty exist when a manager does not know exactly what result will occur after a particular choice. In the face of insufficient information and uncertainty, the manager must use his or her judgement to establish the probability of possible outcomes. Each decision is associated with a possible negative outcome, side effects that are difficult to predict, the value of which the manager must correlate with the expected benefit. All decisions, whether programmed or not, should be based not only on judgement, intuition and past experience, but also on a rational approach to decision-making.

There is a need for specially organised theoretically and empirically grounded training of future employees of law enforcement agencies involved in disaster prevention and response for professionally competent decision-making in such situations [5].

In conclusion, it should be emphasised that management decision-making in extreme situations is an extremely important and challenging task for the leadership of any organisation or institution. The main conclusions regarding this process include:

- Systematic and comprehensive: Disaster management requires a systematic approach and consideration of all aspects of the situation. Solutions should be comprehensive and cover all aspects of the problem.

- Openness to new ideas: Managers should be open to new innovative solutions and ready to adapt to changes in real time.

- Effective communication: Ensuring effective communication is key to successful decision-making in extreme situations. Communication should be fast, accurate and clear.

- Consideration of humanitarian aspects: Governance in extreme environments also needs to take into account humanitarian aspects, such as human security and public trust.

– Application of social technologies: Modern social technologies can greatly facilitate management decision-making in extreme situations by helping to collect and analyse data, facilitate communication and coordination.

Managing in extreme situations requires leadership to be flexible, agile and able to overcome difficulties. The starting point is a thorough understanding of the situation and the challenges it presents, and a constant readiness to make responsible and informed decisions.

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