

## **THE DEVELOPMENT OF CROSS-CULTURAL COMMUNICATIVE COMPETENCIES OF FUTURE MANAGERS IN THE CONTEXT OF ECONOMIC AND BUSINESS GLOBALIZATION**

Nowadays the issues of cross-cultural communication and related communicative competencies are particularly significant. These problems, taking into consideration the phenomena of globalization and the dynamic development of cultures, suggest the formation of a modern manager's ability to navigate the global professional space.

One of the means to achieve this goal is cross-cultural communication, that assumes the interaction of representatives of different cultures. Possession of cross-cultural communicative competence implies the ability to understand views and opinions of representatives of another culture, adjust their behavior, overcome conflicts in the communication process, recognize the right to the existence of different values and norms of behavior and all this becomes the most in demand for a modern manager.

The intensive globalization of business leads to the sharp need to introduce new models of managerial behavior in international business, i. e. the role of cross-cultural competence of a modern manager, knowledge of languages, study of foreign culture and social life becomes dominant. This category of skills helps to navigate better in a foreign-language business environment, promotes effective interaction with foreign business partners.

Undoubtedly, the success of a company in the foreign market today largely depends on how competently and skillfully professional relations with a foreign business partner are built, how well managers are familiar with the specifics of doing business in the business partner's country, the traditions and customs of potential clients' daily lives, as well as with the way of social life, the psychology of consumer's behavior in a given country.

There are two approaches in the process of training managers for cross-cultural interaction: the first is an in-depth study of the language, cultural characteristics, traditions and social rules of a particular country with which the manager is going to communicate, and the second is mastering general intercultural communication skills that will help the manager to adapt to any culture. There are skills that every professional manager needs to develop:

- the ability to take responsibility for communication – you shouldn't consider that the construction of the communication process is the job of your interlocutor;
- the ability to listen up to the end, take time to make judgments and accept positively existing differences;
- the ability to show respect – you should be aware how respect is shown in communication in different cultures (through gestures, eye contact, etc.);
- the ability to empathize – you should be able to put yourself in your interlocutor's place, listen carefully to what a person is trying to tell you, be able to present one's feelings and point of view;
- the ability to be tolerant – you should learn to control feelings of frustration when you can be in an unfamiliar and difficult situation;
- the ability to be flexible – you should be ready to change your habits, preferences, and attitudes.

Communicative competence in the cross-cultural aspect creates the basis for professional mobility, introduces managers to the standards of world achievements, increases the possibilities of professional self-realization based on communication and tolerance. Which in turn allows them to manage business successfully in different business cultures, correctly building intercultural interaction, identify the causes of intercultural conflicts and prevent them in order to increase efficiency of the functioning of organizations in a globalized economy and business.