

so on that must be taken into account when we are choosing between male and female managers.

The modern society needs to evaluate female leaders regardless of the traditional gender roles, making an unbiased evaluation of their decisions, and finds a right proportion between male and female managers.

The attitude to female managers is biased in comparison to male managers and it is not right. On the one hand, it decreases the opportunities for women to get a managerial position and they cannot show their full potential. On the other hand, due to having no balance between male and female managers modern companies cannot show their full performance and waste much more resources to achieve the same results. [1]

The situation with female managers in Belarusian business is rather controversial. Belarus ranks 6th in the world with 46.2 per cent among the countries that have a higher percentage of female CEOs than men.

Female managers have replaced males who run such Belarusian giants as “Kamunarka” and “Spartak”, confectionery factory “Slodych”, and the garment factory “Elema”.

The high rating of female CEOs in Belarus, however, gives just a general picture of who is who in business in Belarus. The Belarusian National Statistical Committee does not keep records of the number of entrepreneurs by gender, but it shows that in 2018 there were only eight women in the list of top 200 best Belarusian businessmen.

Women’s presence on the board of large companies does not surprise anyone. However, the majority of female entrepreneurship in Belarus mainly develops in the form of small companies in retail and wholesale trade, catering, educational, and professional services. [2]

### References:

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### PAEI MANAGEMENT

There are many classifications of styles of management, but our attention was hooked by PAEI. This approach is not famous enough and our purpose is to

reveal the prevailing style of the students of our specialty as we are a future of management in Belarus, so that we want to give a small characteristic all of them.

The fundamental role of management for any team, department, company, family, or even country, can be defined by just four basic functions. PAEI. P-producer, A-administrator, E-entrepreneur, I-integrator.

Each one represents a single, unmixed dominant style. But no one can fill all of these roles. Something in our biological organization makes it impossible to operate with equal brilliance in all four quadrants of concern. Most people will have a dominant style, a second strong style, a third competent style and a final weak style. The question we ask is: what happens when one role is performed and three others are missing?

To answer the question we are to consider the archetypes, which represent the situation, when one role is performed and three are missing.

These archetypes are the Lone Ranger(P---); the Bureaucrat (-A--); the Arsonist (--E-); the Super Follower (---I); and finally the Deadwood, who is missing all 4 roles(----). Now we will give the description of each of them.

The first one is Lone Ranger. The Lone Ranger focuses on the **what**, not the **who**, not even the **why**. He doesn't really care if he is doing the right thing, as long as he is doing something. He wants to make sure things are done properly. He sees everything as either black or white. The organization that a Lone Ranger manages cannot grow, since he is not growing. He is inflexible and simple-minded. He can easily burn out and become obsolete. When he leaves company, he leaves untrained people behind.

The second is Bureaucrat. He is only interested in **why**, never minds **what** is should be done. Bureaucrat tends to rise in their organization by following the rules. He prefers to do things right rather than do right things. The Bureaucrat prefers not to take risks. Like the Long Ranger the Bureaucrat is very literally-minded. Everything is documented, processes are written, and the written words begin to dominate the organization's behavior. By the time when Bureaucrat leaves the organization, it can be so absorbed in rules and regulations that it will be difficult for the organization to adapt to the internal and external changes that have occurred during this time.

The third is Arsonist. Neither **what** nor **how** is important. The Arsonist is concerned with **why not**. He likes chaos. Details are the Arsonist's Achilles' heel. Arsonist typically develops fantastic ideas and then expects others to figure out how to implement them. The Arsonist is the worst listener. When the Arsonist leaves, the organization is in a shambles and its people are exhausted. They are desperate for peace and quiet, for stability.

The next is **the Super Follower**. He is concerned about **who**. He doesn't really lead – he follows. If he has free time, he spends it listening to complaints or proposals. It is difficult to the Super Follower to commit to a point of view and he tends to avoid making decision as long as he can. He has no particular goal; or rather, the goal is whatever is most desired at a particular time by a consensus of his co-workers. When a SuperFollower leaves an organization, the superficial integration he established will rapidly deteriorate.

And finally we have come to Deadwood. Deadwood is agreeable, friendly, and non-threatening. He is apathetic. He waits to be told what to do. His only goal is to keep intact the little world. A deadwood has low managerial metabolism and no resistance to change.

The four characters mentioned above are allegorical. However, we are naturally strongest in only one of the four styles, almost from birth. A secondary style develops as we mature, and by adulthood we are usually very capable in our second mode. A third style can be learned with more effort, and in our weakest style we can function but will almost always benefit from some help. Our accomplishments in our weakest mode will never be as swift, easy and natural as achievement in our dominant modes.

The purpose of the survey we have conducted was to identify the dominant modes of the students of our faculty. They were offered a test to reveal the prevailing style. The test results showed, that the gap between the four styles is small, however we did reveal the dominant ones: A and P. The gap between these two styles is extremely small. After Producer and Bureaucrat comes Integrator and least of all in our specialty Entrepreneurs.

It is clear from these observations that our students possess the skills of all 4 styles and it's admirable, because due to this they have the ability to take the advantages from any mode according to the certain situation.

To draw the conclusion, we have considered all four styles and found out that our students are lucky enough to represent the PAEI styles almost equally. Nevertheless, we decided that it's important to mention that you shouldn't forget about development your skills as each of these styles can be improved if your willing is strong enough.

#### **References:**

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### **SOFT SKILLS AS A GUARANTEE OF A SUCCESSFUL CAREER**

There are high requirements for managers in modern economic conditions. In a market economy, a modern manager should possess a number of important qualities and abilities. The effectiveness of a manager is determined by his personal qualities and interaction with a team.

In order to clearly understand the purpose of work, you need to know who a manager is and what the abilities he must have. First of all, a manager is a person