

employees and customers about the future plans of the company. When we know what awaits us, we feel more confident.

Care for employees. If the general mood in the company is on the decline, employees may need the help of a psychologist. Company can also invite a specialist (for example, a political scientist or economist) to competently explain the current situation in the country and business development prospects. Knowledge of the situation makes people feel the ground under their feet [3].

Taking care of clients. Psychological help is needed not only for your staff. In collaboration with psychologists, brand can help clients, for example by publishing an article on how to manage stress.

Black PR. Nobody should use people's suffering as a way to get rich. Company's reputation will be permanently damaged.

Thus, it is possible to make a conclusion that in crisis situations, it is very hard to determine what is right and what is wrong. It is always the right choice to support generally accepted human values. But if a company fails to build competent marketing communications in a difficult period, it is better for a business just to keep silent and share only the most important information.

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HOW SOFT SKILLS WILL HELP TO ESCAPE FROM GLOBALIZATION AND ROBOTS

Soft skills, or “flexible” skills, are something that has been talked about a lot in the last ten years and it seems that they are not going to stop at all. To understand why this trend will not fade in any way, I studied the reports of the Organization for Economic Cooperation and Development (OECD) Future of Education and Skills 2030 and Skills

Outlook 2019 on the prospects for the development of skills in modern society. The aim of this work is to analyze the labor market development trends.

Digitalization is changing the world: in order to remain competitive in the modern labor market, we need other skills. The transition to automated processes has already come in many areas, the robotization of everything and everything is just around the corner. In general, a robot can be taught a lot, but these are exclusively hard skills — special knowledge and skills that can be gleaned from books, textbooks or algorithms of actions. Therefore, soft skills are becoming increasingly important in the labor market - conditionally, these are all those human qualities that technology cannot be taught (at least for now): creativity, time management, leadership qualities, as well as social and communication skills, such as the ability to negotiate or a positive approach. To simplify it, communication skills used to help us compete with each other, but “hard” skills remained a priority. That is, an applicant who communicates well, but who does not know how to perform the basic functionality, would hardly be preferred to someone who communicates worse, but has more advanced basic skills. Now we are competing in the labor market with machines and artificial intelligence, so soft skills come to the fore.

Soft skills in modern conditions are necessary for both an employee, an entrepreneur and any member of society. Soft skills not only help you find a job: they become a necessity for a full life in modern society. This is especially evident in connection with the already mentioned digitalization. More and more people’s actions are connected with the Internet, and its full use requires the development of a large number of skills – both hard, like basic web design and programming skills, and soft, for example, the ability to find the right information, learn online or interact online. All this will be useful not only to the everyman, but also to the entrepreneur: most of the networking, for example, in connection with digitalization, globalization and the pandemic, has moved online – and this is an important element of entrepreneurship. In addition, presenting your project in social networks and debugging online processes, including in connection with the transition to remoting, also requires certain soft skills.

Soft skills are valuable not only by themselves. They allow you to acquire other skills necessary in the work. The OECD reports state that in order to remain competitive, employees must constantly acquire new skills. This is also confirmed by what is happening due to the pandemic: the number of skills required from employees at the start has increased significantly, including because they have to combine a variety of functions. Learning new skills in the workplace usually takes place in two formats: this is learning in the process of performing some tasks and gaining new knowledge from colleagues. Both of these formats require flexibility, a positive attitude to learning, curiosity and communication skills from the student – and these are nothing more than those soft skills.

Among other things, “flexible” skills allow you to overcome uncertainty: here lies another advantage that will help people defeat robots. Back in the 2019 report, OECD experts talked about the “future environment of increased uncertainty” – and, in general, they looked into the water. They claim that artificial intelligence, of course, can also respond effectively to some difficulties and elements of uncertainty, but if the context of the problem being solved is ambiguous or constantly changing, the program will fail. Nevertheless, a person, thanks to soft skills, is more ready to respond to the variability,

ambiguity and other complexities of what is happening around: adaptation skills, the ability to accept innovations and abandon their own beliefs will be useful for this.

The “increased demand” for soft skills is gradually changing education: it is believed that it is more difficult to develop such skills than the more familiar hard ones. “Flexible” skills go hand in hand with several educational concepts at once: this is continuous learning, the so-called lifelong learning, and metacognition – the knowledge of the world through self-knowledge and reflection. The ability to reflect, by the way – is also a kind of soft skill.

However, higher education also plays an important role in the development of soft skills. Most university graduates, when applying for a job, declare that they have qualities such as leadership, critical thinking, teamwork, public speaking skills – all of these are among the top sought-after skills in employment, according to a study by The National Association of Colleges and Employers. However, the same study says that most employers believe that in fact soft skills of graduates are not sufficiently developed, even when there are no questions about the professional, “tough” skills of applicants. In this article, trends in the development of the labor market and the role of soft skills in the work process were considered.

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CULTURAL DIVERSITY AS A PROBLEM OF INTERNATIONAL MANAGEMENT

International management is a special type of management, the main objectives of which are the formation, development and use of the competitive advantages of the company due to the possibilities of doing business in different countries and the appropriate use of the characteristics of these countries and cross-country interaction [1].