

MODERN MANAGEMENT ADOPTION IN TRADITIONAL KAZAKHSTAN PROBLEMS AND SIGNIFICANT

Fatimat Akhmatova,
Shynar Dyussemyayeva

Management has four main functions; planning, organizing, leading and controlling. It has become one of the leading subjects at universities, which was mainly introduced by Western culture, yet even though most of the companies face problem related with poor management, since none of them understands the key component that brings together all these functions, which is communication.

How important is communication and have we ever thought of its importance?

It should be mentioned that communication is extremely important in organization. It could be proved by following examples: managers perform the planning function, which involves connecting with people does not matter how it could be in verbal or not verbal way, still communication. When managers organize, they gather information needed for a new project and communicate a new structure to others, it as well involves organizing resources as capital and human ones, therefore requiring communicating with working staff and suppliers. When manager leads, it is obvious there is a great importance of the communication since manager communicates with subordinates to motivate them.

In order better understand the reason of poor management in Kazakhstan, the following research was done in form as survey, interview

1. Survey:

Objective: to find out the opinion of the public

Sample Number of sampled people: 248

Question 1: what is the management?

what is a management?

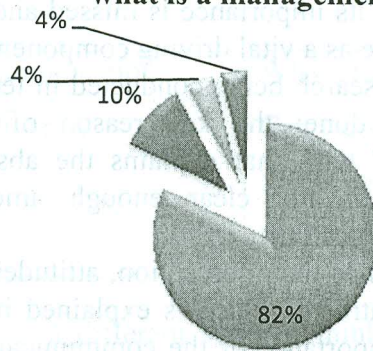


Figure 1: shows the percentage of surveyed people

82% of surveyed people have general understanding of management and its functions, most of the time based on the knowledge and experience

10% of surveyed people have answered that they don't know what the management is

4% of the surveyed people have refused to answer

4% of the surveyed people, have answered that this is the waste of time

Question 2: what is the reason of poor management?

what is the reason of poor management?

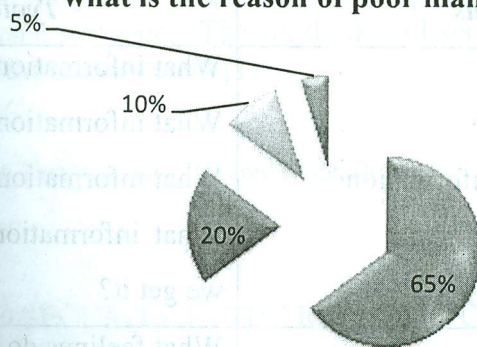


Figure 2: shows the percentage of surveyed people

65% of surveyed people consider poor communication between boss and subordinates as a reason of poor management, thus insufficient delegation of the tasks among employees

20% of surveyed people consider bureaucracy as a reason of poor management
 10% of surveyed people think that there is lack of understanding and knowledge
 5% of surveyed people are neutral, which means they simply don't know what is a management is

2. "Hisa Ismailovich executive director, LLP "Taurus Service at Central Asia"

Management is a new phenomenon for Kazakhstan although market is over clustered with the foreign companies that introduce an importance of the management within company. Still we shall not forget that the rest of the companies are national ones and occupation of majority of international firms and companies in Almaty doesn't change overall situation of management in Kazakhstan. The core reason is in the past. People during the USSR had completely another system of management, which is significantly different from the one that exists now. My generation of 80's and 90's or so called "old generation" still occupies such positions as head of the department or top manager, by carrying "old way of management" with its centralized decision making and tall organization along with bureaucracy. Still true understanding of management and its importance is missed and it is going to take years before people will recognize its importance as a vital driving component of any successful legal entity.

As it is seen from above research being conducted in terms of survey and interview, the following assumption could be done: the key reason of poor management is lack of communication. "Deaf telephone" term that explains the absence of communication among subordinates, when information is not clear enough among employees and as result misunderstanding and poor communication.

People are different, as well as their perception, attitudes, values and believes. Therefore each person requires different treatment, which is explained in Theory X and Y. In any case manager should understand the importance of the communication as a crucial component that integrates all functions of management thus making the management more efficient and effective. Once managers understand it, there is a key of success. Yet how to manage that way so to cover such main functions as planning, organizing, leading and controlling?

"The six thinking hats of de Bono" could be suggested for manager, which was introduced by Edward de Bono (1985), who states that states that human cognition and thought consist of different types, approaches and orientations. Most people develop thinking habits that make them think in a limited way. De Bano believes that defining the various approaches, people can become more productive and collaborative.

Table 1. De Bono's six thinking hats

<i>Hats</i>	<i>Focus</i>	<i>Typical questions</i>
<i>White</i>	Information/facts Lacking information Different kinds of information	What information would we like? What information do we need? What information is available? What information is lacking and how do we get it?
<i>Red</i>	Feelings Intuition	What feelings do we have? Are we committed to the subject? What does our intuition say?
<i>Black</i>	Downsides Why it will not work	What are the risks? What are the difficulties?

	Pitfalls	What are potential problems? Does the idea suit the way we work?
Yellow	Advantages Optimism Why it would work Finding opportunities	What are the advantages? What are the good aspects? How would it be feasible? What are the potential opportunities?
Green	Possibilities Growth New ideas Creative thinking	What other possibilities are there? Can we challenge the existing situation?
Blue	Management of communication Summary and conclusions	What are focal points? Can we summarize? What conclusions can we draw? How do we proceed?

Each thinking hats refers to a different style of thinking. If applied in a group, each participant wears the same hat at the same time.

This model allows for various ways of thinking, i.e. it allows a problem to be considered from a variety of perspectives. De Bono claims that the key to the successful use of this model is to choose a deliberate focus during the discussion. A particular approach has to be chosen that suits the needs of a particular stage in the discussion. Hence, a discussion may start with one hat to develop goals and objectives, while another hat may be used to collect reactions and opinions. By choosing a deliberate focuses on the same aspect of the problem and thus be more collaborative in solving it and working towards a solution.

Once more as a conclusion it should be mentioned that considering communication is essential, yet it is very important to consider an appropriate strategy thus in this case efficient one could be "The six thinking hats of de Bono". Despite the existence of stable old way management and controversial new one, "The six thinking hats of De Bono" will best match the uniqueness of each type of the management [1].

References:

1. Bono, E. de (1985) 6 Thinking Hats. London: Little, Brown.