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"PLANNING ON THE LEFT SIDE AND MANAGING ON THE RIGHT"

Planning and managing are two critical functions of management that require different skill sets. Planning focuses on setting goals for the future and relies on analytical and logical thinking, whereas managing involves executing these plans and requires intuition, creativity, and emotional intelligence. In his book "Mintzberg on Management," Mintzberg suggests that planning occurs on the left side of the brain, whereas managing occurs on the right side. Effective managers possess both sets of skills and balance them to achieve organizational objectives and lead teams effectively. Balancing analytical and intuitive approaches is crucial for effective decision-making, particularly in today's fast-paced and constantly changing business environment.

While some individuals may emphasize a rational approach to the exclusion of intuition, many contemporary management experts emphasize the importance of a more balanced approach that takes into account both rational and intuitive processes in decision-making. Herbert A. Simon emphasized the importance of bounded rationality, suggesting that individuals make decisions within the limits of their cognitive abilities and available information. Gary Klein, on the other hand, believed that intuition is not im-

portant at all in decision-making, as rational analysis is often a more effective approach. However, both Simon and Klein agreed that decision-making should be based on careful analysis of data, with intuition used in conjunction with rational analysis.

Effective management requires a balance between analytical and intuitive approaches. Managers must develop their interpersonal skills and emotional intelligence to be successful leaders, while also relying on rational analysis and careful evaluation of alternative options. By balancing analytical and intuitive skills, managers can make informed decisions, respond to challenges, and achieve organizational goals.