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## **FEATURES OF USING SOFT SKILLS AND HARD SKILLS IN IMPLEMENTATION OF MANAGEMENT ACTIVITY**

In modern conditions, the solution of economic problems is impossible without using an integrated approach to manage economic development.

As the laws of production development cannot be divided into economic and social, and when managing human capital as a factor in increasing labor productivity, a systematic approach is necessary.

Not only professional competences, but also additional knowledge and skills, are of particular value, because of the change in the economy and the development of information technology for employers. In 2016, at the international economic forum in Davos, the list of competencies that would be most in demand in 2020 was given. Leading positions are occupied by such skills as the ability to solve complex problems, critical thinking, creativity, teamwork skills and emotional intelligence [1]. These competencies are called soft skills.

Soft skills are the personal qualities of the employee, which make it possible to be successful regardless of the specifics and direction of activity [2]. These are the acquired competences that can be formed through additional education, through personal experience, travel, participation in international projects, social projects.

The set of skills and qualities of the employee included in the soft skills group directly reflects the level of the person's socio-psychological development, which can be characterized by the following skills: the ability to persuade, to find an approach to people, to lead, interpersonal communication, negotiation, teamwork, personal development (learning), time management, effective planning of their activities, erudition, creativity, ability to work with information, stress resistance, etc. [3].

Analysis of the approaches of various business schools shows that there is no single approach to the formation of a set of soft skills. In the

sets presented by different schools and training centers, there are different groups of skills [2]:

- A group of communication skills necessary for relations with people, maintaining a conversation, effective behavior in critical situations during a communication with other people. This group should include such qualities as: listening skills, persuasion and reasoning, networking, building and maintaining business relations, negotiating, conducting presentations, basic sales skills, self-presentation, public speaking, teamwork, result-oriented, business writing, and customer orientation.

- Group management skills. This group should include such qualities as emotion management, stress management, self-development management, planning and goal-setting, time management, enthusiasm and initiative, perseverance, reflection, feedback.

- Group of skills of effective thinking. This group should include such qualities as: system thinking, creative thinking, structural thinking, logical thinking, information search and analysis, decision making, project thinking, tactical and strategic thinking (for managers).

- Management skills group. This group should include such qualities as: planning, tasking staff, motivating, managing performance, monitoring the implementation of tasks, developing staff, situational management and leadership, conducting meetings, giving feedback, managing projects, managing change, delegating.

Soft skills are of a great importance when hiring, along with hard skills that determine the industry specificity of the employee's activities.

Hard skills are technical competencies related to the activities performed in the field of formalized technologies [4]. Thus, the correlation of hard skills with professional competencies is quite obvious. These competences have static properties (stability), are well-visible, measurable and identifiable with specific designs, they are included in the list of requirements laid down in job descriptions, easily subjected to decomposition into a number of simple and final operations.

In the presence of practical exercises, a person trained in the category of hard skills, is able to bring the acquired skills to automatism and then

apply it in everyday practice, following a clearly established sequence of actions or «by template».

According to research conducted by Harvard University, the Carnegie Endowment and the Stanford Research Institute, the success in the professional field is 75-85 % dependent on the level of soft skills and only 15-25 % of hard skills [5; 6].

However, in each company the need for certain skills depends on the specifics of the business. For example, if a company needs to devote more time to develop a business, then the manager should be an innovator. If this is a company where rapid changes and decision-making in a crisis situation are necessary, then the crisis manager skills are necessary. If everything is good in the company, you just need to monitor the processes and follow the instructions clearly, and then an administrator is needed.

In conclusion, it can be noted that the importance of the two enlarged competence groups cannot be disputed, since hard answers the question «What should I do?» And soft answers the question «How can this be done in the best way?» On the principle of inseparability hard and soft skills is built specificity of training in business. Some companies recruit soft skills while recruiting employees, realizing that a person who can quickly learn will grasp necessary skills on the fly. Other companies firstly focus on technical skills, understanding that soft skills a person can develop in the process of work, performing tasks and implementing projects.

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