

OVERCOMING THE ARCHITECTURAL AND CONSTRUCTION MANAGER'S PROFESSIONAL AND PSYCHOLOGICAL ACADEMICISM TOWARDS CLIENTS: PROBLEMS AND SOLUTIONS

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The study is devoted to the problem of the overcoming of the professional and psychological academicism of the manager of the architecture and construction industry when dealing with clients. The term "manager's psychological academicism" is defined as a manager's readiness and competence in the field of interaction with clients and partners, combining professional management aspects with psychological knowledge and skills. The authors of the study stress that in order to overcome the psychological academicism of a manager, it is necessary to have an understanding of the psychological characteristics of clients, to be able to perceive their needs and expectations, and to adapt personal communication strategies in accordance with clients' requirements. Particular attention is given to the ability to listen, understand and communicate effectively with clients, as well as building trust and positive relationships with them. In addressing the issue of psychological academicism, the key aspects of emotional control and emotional intelligence are discussed. The paper also highlights the importance of negotiation skills and adaptation to clients' cultural characteristics and values for successful co-operation. Thus, the key to successful collaboration and achievement of business goals is the development of psychological academicism in the interaction of the architect and construction manager with the client. Recommendations for overcoming psychological academicism will help managers improve service quality, build trust and achieve success in their work, such as developing empathy, communication skills, cultural awareness, conflict management and building positive relationships. This approach will contribute to the creation of a positive working environment, the promotion of charismatic leadership and the increase in the effectiveness of projects in the architecture and construction industry. To sum up, overcoming psychological academicism is an important component of successful leading and working in a manager's professional life. Overcoming psychological academicism will contribute to the successful implementation of projects and improve client relations, which will help to strengthen the market position and develop the business.

Keywords: professional and psychological academicism, architectural and construction manager, management, managerial competence, empathy, conflict management, negotiation management, adaptation to clients' cultural characteristics and values, business objectives.

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INTRODUCTION

In the modern business environment, the professional and psychological academicism of an architectural and construction manager is becoming a relevant research topic. Understanding the psychological aspects of interaction and communication plays an important role, as successful cooperation with clients is a key factor in achieving project success. The lack of flexibility and approach to interacting with different types of clients, which can lead to misunderstandings, conflicts and failures, is a problem for professional psychological academics.

The next step is to study the peculiarities of interacting with different types of clients according to their needs, expectations and individual characteristics. The efficiency and effectiveness of projects can be significantly increased by understanding the psychological mechanisms of interaction and by being able to adapt the communication approach to different service consumers. Key aspects of cooperation and interaction that can be applied to achieve positive results are identified by analysing effective practices in customer interaction. It is an urgent task for practitioners and researchers to consider professional and psychological science in the interaction with clients in the field of architectural and construction services. Improving the quality of services and increasing client satisfaction can be achieved by developing psychological competencies in management. Studying this issue can help improve approaches and methods of interaction, which in turn will improve the reputation and competitiveness of professionals in architecture and construction. Thus, a significant contribution to the improvement of service quality and client satisfaction in the field of architectural and construction services will be the study and overcoming of professional and psychological academicism.

LITERATURE REVIEW

In the works of Ukrainian and foreign scientists certain aspects of this problem have been studied and presented, e.g: O. Banit [1]; O. Donchenko [2]; Y. Romanova [3]; G. Ball, N. Bastun, O. Hubenko, V. Deputat, O. Zavgorodnia, Y. Krylova-Grek, V. Litovsky, V. Medintsev, S. Musatov, I. Razdelenko [4];

K. Shkarlatyuk, O. Khlivna [5]; M. Romanchukevych [6]; V. Lugova, S. Golubev [7]; N. Dimchenko [8]; N. Guziy [9]; N. Afanasieva [10]; Z. Kisarchuk, Y. Omelchenko, G. Lazos [11]; N. Frolenkova, B. Korol [12]; O. Khvatova [13]; O. Romanukha [14]; Yu. Romanukha [14]; Y. Kirichenko [15]; N. Volkova [16]; O. Banit [17]; I. Kalikova, S. Larina, I. Chumachenko [18]; M. Kuznetsov, N. Diomidova [19]; O. Sknar [20]; V. Orlova, O. Kuzmenko, O. Sergeeva [21]; S. Fedulova, D. Mladenova [22]; O. Sokolova [24]; R. Oleksenko, I. Kraskova, M. Polishchuk [25].

The purpose of the study is to identify and substantiate the directions of overcoming professional and psychological academicism among managers of the architectural and construction industry in their attitude to clients and to develop recommendations for effective solution of this problem.

MAIN PART

Presentation of the main research material. A modern manager needs a wide range of skills, including professional knowledge, effective leadership, diplomacy, pedagogy and psychology [1, p. 6]. Increasing demands for professional training require a deep understanding of different psychological disciplines. These include industrial psychology, general psychology, age and educational psychology, social psychology and organisational psychology. Mastering this knowledge will enable a manager to better understand and manage the psychological aspects of managing subordinates. It will help to improve team performance and achieve career success.

Modern science sees people as unique who act unpredictably, feel differently, think in their own way and create their own scenarios and life stories. The opposite view sees something different – that human life is based on typical feelings, challenges, reactions, experiences [2, p. 7].

Modern research on the study of the personality of a specialist shows that the successful work of a manager is based on a number of personality qualities and professional skills. Among the key qualities are psychological skills and competence. These include not only knowledge but also its effective application in practice. Improving professional skills and maintaining mental health requires reflection on performance and emotional stability. When interacting with clients and colleagues, self-regulation, empathy and tolerance play an important role. Successful professional practice requires social intelligence and professional thinking. The values component and the capacity for empathy contribute to the formation of a culture of communication and effective conflict resolution. Research on the personality of a professional psychologist shows that it is a complex system of characteristics that help to achieve professional success and to balance work and private life [3, p.129].

The term “psychological academicism of a manager” is defined as a specific psychological readiness and competence of a manager in dealing with customers and partners. This term combines professional aspects of managing with psychological knowledge and skills that help managers to effectively resolve conflicts, ensure effective communication and build partnerships. This is a term of the authors; it has not been analysed by the scientific community.

Overcoming a manager’s psychological academicism means understanding the psychological characteristics of customers. It means being able to perceive their needs and expectations and to adapt communication strategies to meet these requirements. This helps to increase customer satisfaction, improve the effectiveness of resolving conflicts and achieve successful results [6, p. 171].

Undoubtedly, the main conditions for the interaction between the architect and construction manager and the client are voluntariness, confidentiality and responsibility. Voluntariness means that co-operation with the manager is the client’s decision and he/she chooses this way for the achievement of his/her goals. Confidentiality is ensured by the psychologist guaranteeing and promising to keep the information entrusted to him confidential. This is the basis for the creation of an atmosphere of trust, which is necessary for a fruitful co-operation. The manager’s responsibility lies in a deep understanding of his or her role, in not passing moral judgement on the client’s actions, and in having the ability to make the client feel safe and supported in communication [7]. Such conditions help the client to feel the positive attitude of the psychologist and to open up to working together on the solution of his or her problems.

The psychological academicism of a manager is therefore an important component of successful interaction with clients and partners. It contributes to improving the quality of service, increasing trust and positive relationships in the business environment.

The psychological academicism of a manager in the architecture and construction industry can be a problem when interacting with clients. Careful planning and excessive attention to detail can lead to misunderstandings and conflicts with clients. Especially in today’s world, professional conflict resolution and communication skills are considered so important. Specialists in these areas are becoming increasingly popular. People can acquire the necessary skills to interact successfully with others and improve the quality

of their relationships through training, courses and counselling in effective communication and conflict resolution [4, p. 229]. Thus, the development of effective communication skills, conflict resolution skills and reconciliation skills are important aspects in the modern world. The acquisition of these skills will contribute to the improvement of relationships, ensure successful communication and contribute to the maintenance of harmony and peace in various spheres of life. A manager must be able to find compromises and understand the needs of customers in order to successfully interact and cooperate with them.

The development of empathy and communication skills is an important part of the solution to the problem of psychological academicism. A manager must be able to listen to and understand the needs of customers, as well as build relationships of trust and mutual respect [8, p. 10]. Conflict and failure can be avoided by being able to sense the customer's emotions and communicate effectively. Managers can work on developing their empathy, active listening skills and the ability to responsibly perceive the needs and wishes of customers to improve their interaction with customers.

In particular, the ability to be an active and empathetic listener is one of the key aspects of the competence of an architect and construction manager. The focus of listening skills is on the process of communication and the content of the client's statements. It should be emphasised that it is very important to ensure that the manager continues to develop as a professional. For example, rationalisation in the context of professional growth, which implies the ability to evaluate and develop oneself in a new way, ensures the applied unity of a manager. This means concentrating on regulating one's own actions and developing reflective skills, which enable active use of universal rationalisation principles to adapt to new conditions. By approaching professional growth from the point of view of rationalisation, a person is able to better understand himself/herself and his/her abilities and to achieve more effective results in his/her activities [9, p. 293].

Therefore, an extremely important aspect of management is to ensure the professional growth of a manager by applying rationalisation principles. The applied unification of a manager through rationalisation allows him/her to develop the ability to evaluate him/herself and his/her activities. It also allows him/her to actively use the universal principles of rationalisation to adapt to changes. This allows the manager to better understand his/her abilities and to be more successful in his/her professional activities, thus increasing the efficiency and effectiveness of his/her work. Rationalisation is thus becoming an important tool for achieving success and developing in modern management.

When communicating, it is important to pay attention to non-verbal cues and to study carefully what is being said in order to understand it and to perceive it in an emotional way. The listening process involves establishing a positive relationship between counsellor and client. It involves moving from attentive listening to understanding the problem and actively participating in finding solutions. Effective listening is based on the organic nature of the dialogue, asking open questions, understanding important themes in the client's statements, and listening to the client's inner dialogue and feelings. Successful listening is based on the counsellor's desire to be present, to show empathy and care for the client. The counsellor does not judge the client's emotions and feelings, but facilitates their expression in a safe way. By showing respect and acceptance, the counsellor strives to support and highlight the uniqueness of the client's personality. In addition, the counsellor expects the client's 'invitation' for guidance and support [5, p. 449].

It is also important to develop effective communication skills. This includes the ability to express one's own ideas and to consider the views of others. If a manager works to improve his or her psychological skills and abilities, the psychological academicism of the manager can be successfully overcome. It is important to learn how to establish emotional contact with clients, to show the ability to empathise and understand their needs, which will help to build a certain trusting relationship [10, p. 17-18]. A manager will be able to improve the quality of his work, build successful relationships with clients and achieve higher efficiency in performing tasks in the architecture and construction industry as a result of overcoming the problem of psychological academicism.

When dealing with clients, it is important for an architect or construction manager to overcome professional and psychological academicism. Successful client relations in this industry require a clear understanding of the psychological aspects of communication and management.

One of the most important aspects is the establishment of trust and the building of a positive relationship with the client [11, p. 13-14]. To make the client feel important and understood, the manager should show empathy, understanding and a willingness to cooperate. Responding to clients' emotional needs and maintaining positive communication, even in difficult situations, is also important. They need to demonstrate a high level of professionalism and competence in the work they are doing. This includes the ability to manage projects effectively, taking into account the client's requirements, as well as an in-

depth knowledge of architecture and construction. In this way, you can build up trust and confidence in the skills and professionalism of the manager. It is also important to have conflict resolution and stress management skills in relation to client contact. You can maintain a positive atmosphere and achieve positive results by being able to resolve conflict situations calmly and objectively. Managing stress also helps a manager to remain effective and professional when faced with a heavy workload and difficulties. In conclusion, ensuring effective communication, mutual understanding and support throughout the process of cooperation is part of the professional and psychological academicism of an architectural and construction manager in relation to clients. Consideration of psychological aspects increases the quality of client service, enhances the company's reputation and contributes to success in the field of architecture and construction.

Establishing clear frameworks and expectations at the outset is key to resolving any issues with clients. This will help to avoid potential conflicts and misunderstandings during the course of the project. The manager should clearly define the goals and objectives of the project with the customer and discuss the boundaries and deadlines for the work [12, p. 359]. Exaggerated expectations and situations in which the client demands excessive changes or additional services can be avoided by establishing a clear framework. It also contributes to the effective implementation and successful completion of the project by clearly defining the roles and responsibilities of each party. Communicating in a transparent and clear manner is essential to working with clients [13]. The risk of conflict is reduced and mutual understanding with the client is increased by thorough discussions, communication and openness to discuss all issues. Keeping in touch and communicating openly is essential to ensure that a project comes to a successful conclusion. A good working atmosphere is created by availability for communication and a willingness to listen to the client's wishes and needs. In resolving any problems or disagreements, the manager should show a willingness to cooperate, be open to change and be prepared to compromise. This is important in creating a positive impression of working together and can be key to continuing to succeed in working with clients. The basis for successful and productive work with clients is to agree on the terms of cooperation and clearly define expectations. It is only through openness, honesty and flexibility that it is possible to build long-term and mutually beneficial relationships with clients, which in turn become the basis for the further development and expansion of business in the field of architecture and construction.

Paying attention to the cultural characteristics and values of their clients may be another way to address the problem of psychological academicism among architectural and construction managers [14, p. 610]. A key role in building successful relationships and projects can be played by understanding and carefully considering the differences in mentality, traditions and preferences of clients.

Learning and understanding the cultural backgrounds and values of different clients is the first step in addressing this issue. Successful client engagement and project delivery depends on respecting cultural diversity and understanding how it influences perceptions and behaviour. Being able to adapt your approach and communication to the specifics of each client is important for managers.

Developing individualised communication strategies, identifying shared values and taking into account religious or traditional characteristics of clients may be part of the process of adapting to cultural differences. In all aspects of interaction with different cultures and clients, it is important to demonstrate openness, tolerance and a willingness to understand. Respecting cultural differences and actively training this area can contribute to the development of trusting relationships with clients and to the positive management of co-operation [23, p. 5]. A key factor in the successful completion of projects and positive outcomes can be knowledge of the specifics of cultural traditions and the ability to adapt one's work to them.

In conclusion, an important element in building successful relationships and completing projects is to take cultural aspects into account when interacting with clients. Respecting cultural differences and taking them into account when working with clients can ensure mutual understanding, trust and high results in the architecture and construction industry.

The use of active listening and attentive perception of signals from clients may be an additional way to address the problem of psychological academicism among managers in the architecture and construction industry [15, p. 78]. For successful cooperation and achievement of common goals, the ability to hear and understand what is important to clients is crucial. Active listening is an important step in building trust and working successfully, as it allows managers to bring the real problems and needs of clients into the discussion.

The understanding of customers' needs and desires is a key aspect in the solution of the problems of psychological academicism [24, p. 240]. In the process of discussing and implementing projects, it is important to identify clients and assure them that their needs and expectations will be taken into account.

Taking into account the needs of the clients will not only help to improve the quality of the work, but will also have a positive impact on the relationship with the clients.

Communicating effectively plays an important role in building and maintaining good relationships. Studies show that high quality communication reduces the likelihood of conflict and differences in the understanding of the tasks to be performed [16, p. 115]. Managers who actively work on improving their communication skills will be able to achieve better results and will be more successful in their interactions with customers [17, p. 6]. It is important to read signals and show empathy when communicating with customers. The ability to put yourself in the shoes of the customer allows you to better understand his or her needs and feelings, which can lead to more effective co-operation and task performance [25]. Empathy is essential for successful project delivery as it helps to build deep relationships and trust. In summary, key elements in overcoming the problem of psychological academicism are active listening, understanding the needs of clients, effective communication and empathy. Developing these skills will help managers to improve collaboration with clients. This will lead to greater mutual understanding and successful project delivery.

The use of expectation management techniques [18, p. 51] can be another way of addressing the problem of psychological academicism. Particularly in the architecture and construction industry, managing expectations is an important component of successful project delivery. Managers need to be able to adequately assess the opportunities and risks of the project, as well as to clearly define and communicate the expectations of the client.

Effective expectation management involves not only the clear definition of tasks and the objective assessment of opportunities, but also the regular communication of progress and results to the client. Staying on schedule, resolving issues in a timely manner and maintaining open communication with clients are important. To successfully address the issue of psychological academicism, it is also important to develop effective negotiation skills. The ability to listen, find common ground and find constructive solutions is essential when communicating with clients and staff. Negotiation skills will enable you to resolve conflicts, to reach compromises and to ensure that a positive course of interaction is maintained. The problem of academicism among managers can also be overcome through the effective use of project management techniques. Systematic planning, controlling resources and executing tasks helps to avoid disruptions and ensure timely completion. Managers need to be aware of the processes involved in managing a project and need to continually improve their skills. In summary, planning and managing expectations, negotiation skills and the effective use of project management techniques are just some of the tools that can help managers in the architecture and construction industry overcome the problem of psychological academicism. To achieve successful project outcomes, it is important to combine these approaches with careful listening to the client and a desire for mutual understanding.

The control of emotions is an important element of a successful business, especially in the context of communication with customers [19, p. 7]. Identifying and responding to customer needs and attitudes with the utmost courtesy and professionalism is facilitated by the ability to feel and regulate one's emotions. By improving mutual understanding and building trust with customers, emotional intelligence becomes a significant competitive advantage. Emotional intelligence also enables managers to more effectively influence the internal climate of the team and encourage the team's achievement of common goals. Key components of successful emotion management include openness, empathy and the ability to engage in dialogue in important situations. The quality of communication and the level of trust in the team are improved by the ability to deal with difficult emotional situations and to find constructive solutions. An additional way to manage emotions can be to use psychological self-regulation practices such as meditation, breathing exercises or physical activity [20, p. 62-63]. These methods are helpful in the reduction of stress and the maintenance of mental health during work activities. In conclusion, an important aspect of solving the problem of psychological academicism in architectural and construction managers is the development of emotional management skills. Emotional intelligence contributes to the development of successful relationships not only with clients, but also within the team, which in turn contributes to the achievement of high results and the improvement of work quality.

Besides managing emotions, managers can successfully use negotiation management techniques when communicating with clients [21, p.69]. For the successful completion of the project, the ability to conduct constructive negotiations, find mutual understanding and reach compromises is important. Negotiation management, especially in the field of architectural and construction design, is an important part of the professional activity of any manager.

Negotiation management involves the ability to analyse the needs and expectations of the parties involved, to explain their positions, to argue their points and to seek the best solutions for all concerned.

These skills will enable you to maintain positive relationships with clients and ensure the mutual success of the project. Managing to negotiate is a key element in successfully completing a task and achieving the desired results. Effective negotiation management also helps to increase the level of trust between the parties. This is an important factor in the successful completion of projects [22]. You can build sustainable relationships and achieve common goals through your ability to listen, understand your partner's position and respond quickly to conflict situations. In conclusion, in order to successfully solve the problem of psychological academicism in managers of architecture and construction, negotiation management is an important aspect. Maintaining positive contact with clients, resolving conflicts effectively and achieving successful project outcomes can be achieved by developing professional skills in these areas. Understanding each other and building trust are key factors in achieving success in construction industry.

As for training and retraining to overcome the architectural and construction manager's professional and psychological academicism towards clients.

In order to solve the problem of psychological academicism among managers in the architecture and construction industry, different methods and approaches can be used. One important strategy can be the use of psychological counselling methods, which provide a better understanding of the psychological aspects of communicating with clients. Psychological counselling can help managers to improve their ability to communicate, to empathise and to understand the needs of clients. Another important way to improve the effectiveness of customer interaction is through relationship management training. Such training will enable managers to develop skills in emotional management, conflict resolution and negotiation when dealing with customers. It is important to learn how to communicate effectively with customers. This includes understanding their needs and expectations. In addition, learning specific communication techniques that help build customer trust and successfully achieve goals can be useful for managers. Cooperation and understanding between parties can be greatly improved through effective negotiation skills and the ability to persuade and influence customers.

Psychological knowledge enables managers to better understand the needs and motivations of their customers. This is important for the successful implementation of projects and the achievement of common goals. Understanding the psychological aspects of communication helps to build positive relationships with clients, provides support and trust, and ultimately contributes to the success of the organisation in the architecture and construction industry. In conclusion, managers can increase the level of professionalism in working with clients and solve problems that arise in the course of cooperation more effectively through the use of psychological counselling, relationship management training and the development of communication skills.

CONCLUSION

The concept of "manager's psychological academicism" has an important role in modern business, as it is a combination of psychological aspects and professional management skills. This concept is defined as a manager's specific psychological readiness and competence in dealing with customers and partners. It helps managers to be more successful in communicating and resolving business related conflicts. The ability to understand the psychological needs and motivations of employees and customers, as well as the ability to manage and motivate them effectively, is required to overcome a manager's psychological academicism. As a result, this approach contributes to the building of trust and relationships and the achievement of business goals. Managers with a strong academic background in psychology can successfully manage conflict situations. They can rationally analyse people's behaviour and quickly find solutions to problems. They are able to communicate effectively and adapt to different people and situations, which is a key component of successful management.

In particular, psychological science in management contributes to the improvement of managers' professional performance, the facilitation of conflict resolution and the improvement of relationships with customers and employees. It encourages the development of charismatic leadership, ensures mutual understanding and creates an atmosphere of trust in the team. This approach contributes to the creation of a positive work environment, which in turn increases business efficiency and success.

Managers need to work on developing their emotional skills, communication strategies and conflict management skills to successfully address the problem of psychological academicism in customer interactions. Service quality can be improved, trust built and business success achieved by understanding the psychological aspects of communication and interaction with clients. Specifically, the development of professional and psychological academicism among managers in the architecture and construction sector will not only improve their work with clients, but also contribute to the successful implementation of projects and the strengthening of partnerships.

Here are a few recommendations on how to overcome the problem of psychological academicism in the interaction of managers in the architecture and construction sector with their clients:

1. Develop empathy: learn to feel what your clients feel and need, and treat them with understanding and compassion. In this way you will be able to build trust and maintain a positive relationship.

2. Improve your ability to communicate: it is important to be able to listen and understand your clients, to express your ideas clearly and understandably, and to take into account what they want and expect.

3. Learn cultural sensitivities: build successful relationships and achieve common goals, you need to understand the differences in your client's mentality and values.

4. Manage conflict: learn how to resolve conflict by compromising, finding constructive solutions, encouraging cooperation and maintaining relationships.

5. Create positive communication: maintain a positive atmosphere with your customers by emphasising that they matter and are valued by you, which helps to build trust.

The application of these recommendations will help you to overcome psychological academicism in your interactions with customers and improve the quality of service, the building of fruitful relationships and the achievement of success in your business.

To conclude, psychological academicism can be challenging when an architectural and construction manager interacts with clients, but there are many ways to overcome it. Managers can work successfully with clients and achieve common goals by developing empathy, communication skills, conflict management and the use of psychological techniques. In architecture and construction, a creative and trusting approach to working with clients contributes to the effective delivery of projects.

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ПОДОЛАННЯ ПРОФЕСІЙНО-ПСИХОЛОГІЧНОГО АКАДЕМІЗМУ МЕНЕДЖЕРА АРХІТЕКТУРНО-БУДІВЕЛЬНОГО НАПРЯМКУ В ВІДНОШЕННІ ДО КЛІЄНТІВ: ПРОБЛЕМА ТА РІШЕННЯ

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Дослідження присвячено проблемі подолання професійно-психологічного академізму менеджера архітектурно-будівельного напрямку у відношенні до клієнтів. Термін «психологічний академізм менеджера» визначається як готовність та компетентність менеджера в області взаємодії з клієнтами та партнерами, що поєднує професійні аспекти управління та психологічні знання та навички. Авторський колектив наукової розробки висвітлює, що для подолання психологічного академізму менеджера необхідно розуміти психологічні особливості клієнтів, вміти сприймати їхні потреби та очікування, а також адаптувати позитивних комунікаційні стратегії відповідно до вимог клієнтів. Особлива увага приділяється встановленню довіри та побудові позитивних взаємин з клієнтами, а також умінню слухати, розуміти та ефективно спілкуватися з ними. Обговорюються ключові аспекти емоційного контролю та емоційного інтелекту у вирішенні проблеми психологічного академізму. Робота також наголошує на

важливості управління переговорами та адаптації до культурних особливостей та цінностей клієнтів для успішної співпраці. Отже, розвиток психологічного академізму у взаємодії менеджера архітектурно-будівельного напрямку з клієнтами є ключовим для успішної співпраці та досягнення бізнес-цілей. Рекомендації щодо подолання психологічного академізму, такі як розвиток емпатії, комунікаційних навичок, вивчення культурних особливостей, управління конфліктами та побудова позитивних відносин, допоможуть менеджерам покращити якість обслуговування, збудувати довіру та досягнути успіху у своїй діяльності. Такий підхід сприятиме створенню позитивного робочого середовища, сприятиме розвитку харизматичного лідерства та підвищить результативність проєктів в галузі архітектури та будівництва. Узагальнюючи, подолання психологічного академізму є важливою складовою успішного управління та співпраці в професійній діяльності менеджера. Визначений напрямок сприятиме успішній реалізації проєктів та покращенню взаємин з клієнтами, що в свою чергу сприятиме зміцненню позицій на ринку та розвитку бізнесу.

Ключові слова: професійно-психологічний академізм, менеджер архітектурно-будівельного напрямку, управління, компетентність менеджера, емпатія, управління конфліктами, управління переговорами, адаптація до культурних особливостей та цінностей клієнтів, бізнес-цілі.