

# **Management of Verbal Communications as an Innovative Approach to the Formation of Image Policy of the Organization**

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**Abstract.** The article deals with the important problem of effective management of other branding communications in the organization. An innovative approach to the construction of this process is an important component of the image policy of the organization and the highest level of its functioning. Services provided by various organizations are indicators of the level of competence, the level of verbal culture, and, accordingly, the image. Library service is an indicator of professionalism of the organization's specialist and, of course, is a part of quality education and a guarantee of a positive image. The paper presents a program of successful solution of the problem associated with the formation of a high level of communication. The proposed approach, based on the results of the study of libraries of Chernozem, provides for the formation of the necessary communications using innovative pedagogical technologies: case study, game design, brainstorming, master classes, business games. The final results of the implementation of the proposed educational program on the example of the library showed a significant increase in the level of verbal culture, which contributes to the high image of the organization.

## **1. Introduction**

The new and important tasks facing the organization now have an impact on the structure and content of each staff member's work. Each organization is a set of a large number of interrelated elements: personnel, material and technical base, communication, the content of activities, etc., a set of these elements represents the organizational potential.

The concept of "communication" (from lat. *communicatio* - communication, transmission) came into use in scientific literature since the XIX century, today the term "communication" has different meanings, but the basis of this concept is the transfer of information from one system to another by communication. Communication is not just an action, but an interaction that is carried out between the participants, where everyone is an active partner, without communication can not exist as an individual and human society as a whole. Communication is necessary for people, both in the process of joint work, and to maintain interpersonal relations, recreation, emotional relief, intellectual and artistic creativity. An important feature of interpersonal communication in any team, as well as in the library is communication within the team.

According to N.A. Turanina, the library team unites highly educated, erudite people with a variety of individual needs, a high level of philosophical, moral, aesthetic development. The library team

consists of people with different education, age, professional experience, tastes and interests, social and professional views. In this regard, it is necessary to take into account and observe the moral requirements within the team: the creation of the prestige of the profession, serving the interests of the library business, taking care of the moral and psychological climate, the development of professional skills of library team, maintaining the authority of specialists, etc. These requirements reflect at the same time the individual interests of the librarian[20,p. 54].

Depending on the purpose, tasks, content, library services examines the types of professional communication as informational, which is dominated by document information services; educational, which solved the didactic and educational tasks; bibliopsychotherapeutic and named "communication for communion". The latter is aimed at meeting the reader's needs in social, including spiritual contexts. Professional communication, thus, implements information, pedagogical, bibliopsychotherapeutic functions and is not only the «included moment» of library activity, but also acquires an independent significance.

### *1.1. Topicality*

An important role in shaping the image of the organizational culture of the library institution is the construction of a common discursive space in which each element has a collective value on the basis of common value and semantic orientations. The tool for creating such a space is intra-library communication, ensuring the implementation of all management functions and the formation of social representations of the library team. Communication translates the main elements of the organization's culture to its employees, including formal and informal methods aimed at forming a certain behavior of employees.

Communication potentiates joint thinking leading to joint action, promoting mutual understanding of library staff. The values of the organization are updated and supported in the course of organizational communications, forming a vision, which is based on the image of a particular library institution of the library, shared by all team[17].

Thus, a serious communication problem of library organizations is weak feedback, when the recipient of information is not paid attention. As a rule, in national libraries, downward flows prevail over upward flows, and this process requires management. Downward flows have a negative impact on both the image and the socio-psychological climate in the library institution. All these actions are directly related to the lack of verbal communication. Therefore, before the national researchers in the field of library science, there is a problem of compliance with the communicative culture of the library worker, namely speech culture, due to the fact that it changes with the requirements of the time, it is influenced by the social role and mission of the modern library. Librarians today should be aware of their importance and importance to users, to introduce new forms of communication, and most importantly to manage verbal communication and corporate culture.

So, it should be noted that the indicator that most accurately characterizes the level of professional culture of the library specialist in particular and the library team as a whole - the quality and efficiency of verbal communications in the library. In this regard, the nature and specificity of professional library activities and features of library and communication space of the library require a specialist serious language training, the ability to analyze and synthesize information obtained in the process of verbal interaction. Based on the specifics of professional interaction, first of all, it is important for the librarian to understand the fact that he is a communicative leader responsible for the productivity of speech communications, the satisfaction of information requests of the user – the main subject in the library, for which the system of library and information services operates. At the same time, the time of document maintenance should tend to zero, and communicative – to infinity.

M. J. Dworkina defines one of the scenarios most libraries implementation main activities aimed at organization of communication, verbal interaction. S. A. Ezova concludes that the public library is transformed into a center of traditional and virtual communication, which indicates, in the opinion of the scientist, "the objective trend of its transformation into a single communication center" [9]. S. G. Matlina also represents the public library as a center of library communication, defining the main task

of the library enrichment and creative development of dialogue with the reader .A. S. Chachko repeatedly wrote that the so-called communication service is a "scarce" service, which even in itself attracts people to the library" [7,p.211].

It is undeniable that the need for communication arises in all types of library and information activities: the formation of the Fund, analytical and synthetic processing of documents and information processing, the formation of reference apparatus, library and information management, etc. – and is associated with the implementation of specialists in the library and information sphere of common goals. Thus, in the light of intra-library verbal communications, communication appears as a "universal activity, which is also a component of other activities".

### *1.2. The research problem*

It is necessary to conduct a theoretical and practical analysis of verbal communication management in the library and information environment, as well as to summarize the results of the study, which will help to form an effective image policy of the library organization.

## **2. Theoretical part**

The main aspect of ensuring effective verbal communication in the library organization – the ability to correct communication conflicts, as well as to avoid communication failures, this is the professionalism of the library worker. Speaking about the communicative culture of the librarian, it is necessary to allocate library and communication space in which there is an employee. Here, we can highlight the basic concepts of the precedent of the librarian's speech and its impact on the overall level of culture of speech of the population, as a specialist in the library and information sphere due to the publicity and social significance of his profession – a representative of the elite of modern society. Therefore, the formation and improvement of the culture of verbal communication is the key to the effectiveness of library verbal communication, prosperity and dynamic development of the library Institute [8].

Authoritative scientists A.O. Adamyants and Y.L. Shriberg define professional development as "the process of improving theoretical knowledge and practical skills in order to improve the professional skills of employees, the development of new equipment and technology" [2, p. 122]. This is the most effective way to improve the level of verbal communication in the professional culture of specialists in the library and information sphere. This direction of continuous library education, in our opinion, can most effectively contribute to the elimination of the objective contradiction: between the need to train specialists for effective speech communication (speech, technical aspects) and the lack of development of educational technologies, pedagogical conditions of such training. It should be noted that the summary data on educational services in the system of advanced training of specialists in the library and information sphere of Russia, presented in the training manual Y.L. Shriberg, A.O. Adamyants "Professional development of library and information workers: a modern approach", eloquently testify to the absence of any licensed disciplines of speech orientation in the system of additional professional education at the time of publication. Almost all programs of professional development of library and information sphere employees do not have special courses or sections aimed at formation of readiness for effective oral communication. This circumstance stands out against the background of such scientific facts as the recognition of the library as a communicative system, the definition of "communicative" ("pluralistic") library and the actualization of the communicative function of libraries, the requirement to take into account library practice in the preparation of librarians of the new formation, the transformation of the basic functions of the modern library, the recognition of the uniqueness of the library dialogue as a form of library communication, etc [2].

Professional culture of a specialist is determined by the specifics of the profession, and consists in the implementation and management of verbal communication. Communication management we can see in all types of library and information activities, the lack of communication, as well as the low level – poor performance for a particular library in particular, and generally for the library and

communication space. It follows that the need to include the component of speech in the system of training of library specialists in the shortest possible time, as at the present stage it is relevant and important role. Especially when you consider that many librarians were educated in specialized educational institutions of culture and arts, in the curricula of which were not provided for appropriate courses. Speech training of librarians is becoming increasingly important in connection with the expansion of the boundaries of professional communication and participation of libraries in various scientific, innovative, socio-cultural and other forms of communication.

Turning to the training of librarians in higher education, we note that the current Federal state educational standard of higher education in the field of training "Library and information activities" (bachelor level) at the Federal level does not provide for speech courses except for the discipline "Russian language and culture of speech", which is part of the basic (mandatory) part of the curriculum. In addition, the concept of "verbal communication" is more extensive than "culture of speech" and affects interdisciplinary topics. This fact largely explains the unsatisfactory results of monitoring and also indicates the need for the development of additional speech training courses, special courses, elective courses and their introduction into the ongoing training programs of undergraduate and additional professional education of specialists in the library and information sphere [19].

The University course "Russian language and culture of speech" is intended to form and improve the speech culture of future librarians, as well as such elements of general cultural competencies as the presence of a culture of thinking, the ability to generalize, analyze, perceive information, set goals and choose ways to achieve it; the ability to logically correct, reasoned and clearly build oral and written speech; the ability to use the basic provisions and methods of the humanities in solving social and professional problems, etc. But, with all the obvious advantages of the course, it is not enough to prepare competent in terms of communication library specialist. This is confirmed by the monitoring data: immediately after graduation, the knowledge is still quite fresh, and their level should not be below average; in practice, it turns out that the overall level of communicative knowledge, skills and abilities of librarians under the age of 25 years, i.e. yesterday's graduates - 59% (below average level).

The specifics of information and library work obliges to train specialists, focusing not so much on compliance with the General regulatory, communicative and ethical requirements for speech, but on the manifestation of these aspects through the prism of library communication aimed at efficiency. It is with this approach that there is an awareness of the social importance of their profession, formed a high motivation to perform professional activities. The main thing is that the work on improving the skills of verbal communication of library specialists should be carried out consistently, purposefully, through various forms of continuous education: refresher courses and professional self-education [18].

Continuous education in this work is understood as a system of interrelated multi-level educational cycles, including secondary education, secondary special education, higher education (bachelor's, master's, postgraduate), various courses (short-term and long-term) advanced training and retraining of personnel, additional education (second, etc.), self-education. Our work is aimed at the system of professional development of specialists in the library and information sphere as "updating of theoretical and practical knowledge in accordance with the new requirements for the level of professional skills and the need to solve new production problems." A significant role in the training of librarians is an independent reading of special literature, the use of "a variety of scientific and educational resources in accordance with the qualifications and the nature of the work performed to maintain professional prestige."

Developing conditions for professional development of librarians, including in the communicative aspect, it is necessary to take into account that "new knowledge can be learned, and even more so applied in practice only if the interest in this process of the specialist", and to stimulate the motivational sphere of the personality of the librarian. Professional development as a stage of continuous library education is characterized by the content and objectives due to the specifics of adult education, andragogical approach – general scientific basis for its practical application in the system of additional professional education.

A. A. Gruzova, actively engaged in innovative technologies in library education, in her research and practice have repeatedly pointed out the prospects of e-learning, the ability and the need to develop appropriate resources and library information faculty SPbSIC. The scientist rightly believes that the spread of e-learning technologies reveals a new potential for continuous library education: "the development of distance e-learning programs dramatically increases the training opportunities for librarians in all regions of Russia, regardless of the size of the library and the amount of its funding» [10,p.136].

### **3. Practical part**

The study is aimed at the formation of a high verbal culture and this innovative moment in management gives its results. At the first stage, the monitoring of libraries of the Chernozem region was carried out, which showed the insufficient level of verbal communications of library specialists and its impact on the image of the organization.

In this regard, an educational program "Verbal communication and the image of the organization" was developed, aimed at improving the level of speech culture, oratory skills as the most important elements of the professionalism of the library specialist and the formation of the image.

The program provides traditional forms of training, as well as the use of innovative pedagogical technologies: "folder" with incoming documents, case studies, game design, brainstorming, master classes, target games.

Within the framework of seminars for library specialists, an educational program was introduced, developed taking into account the identified problems during the survey in the libraries of the Chernozem region.

In many programs and seminars to improve the skills of library specialists there are no main sections that are aimed at forming the effectiveness of verbal communication, although in all types of library and information activities there is verbal communication. It is an integral part of the professional culture of the librarian.

Librarians should be trained continuously, starting with University courses and seminars on the Russian language and culture of speech. At this stage, formed and improved speech culture of future professionals, as well as the perception of information, culture of thinking, analysis and more. But with the obvious advantages of the course, this is still not enough. Monitoring data clearly confirm this: the level of knowledge of communication and skills of library professionals up to 25 years – 60% (average), although the indicators should be much higher, because graduates of "yesterday's" knowledge is quite well.

On the basis of the above, it can be concluded: work with librarians should be carried out purposefully, consistently, on the basis of various forms of continuing education, for example: seminars, refresher courses and self-education [21].

A huge role is played by self-education, i.e. independent study and analysis of literature, exercises and practical training, preparation of abstracts and much more. Employers are obliged to send employees to seminars and refresher courses in order to ensure that employees absorb new information and become information-literate for the prosperity of their organization.

The purpose of the educational program-seminar "Verbal communication of library professionals" – is to improve the level of culture of speech, oratory skills, and as a result – the image of the organization.

Objectives of the educational program-seminar:

- improving the level of speech culture;
- development and formation of communication interaction within the image;
- familiarity with the rhetorical foundations of communication;
- development of the ability to speak publicly and not be afraid of the public;
- the ability to assess their own speech creativity [3].

The program of the seminar is aimed at the simultaneous development of language, information, communicative, technological concept. Within the framework of several seminars, traditional forms of

classes were held: lectures "Modern oratory", "Modern literary trends", "Public speaking" and practical classes, as well as business games related to the formation of the image.

With the help of a business game was the representation of real situations in the workplace to solve specific problems of verbal communication. During the game, participants were taught effective verbal interaction, as well as showed their previous experience in the formation of the image of the library. Role-playing game is based on a training action for a group of people and its main role is a high probability to real verbal communication in the library and information space, i.e. it allows to master and use in practice the used models of interpersonal speech interaction [12].

According to the results of the seminars, a survey was conducted, which revealed an overall improvement in the level of verbal communication among library professionals and an understanding of the role of the image. The analysis of the responses of the specialists of the libraries of the earth have allowed to make conclusions: in the section "Modern language norm" in the first and second task, all employees according to the norms of pronunciation of words answered correctly.

### *3.1. Results of the experimental research*

In the third task it was necessary to choose the correct answer "In what sentence instead of the word to DRESS (IN) it is necessary to use the word to PUT ON?" specialists of the Belgorod library made a slight error of 15%, and the libraries of Voronezh region made errors 10%.

On the fourth question "Determine the meaning of phraseological phrases" in libraries completed the task completely. On the fifth question "Do you use phraseological units in speech? If so, what?" in libraries of Kursk region answered "Yes" – 90%; "no" answered – 10%; in Belgorod libraries "Yes" – 70% answered; "no" answered – 30%".

In the second section "Public speaking", in the first task it was necessary to choose the correct answer to the question "What necessarily involves public speaking?" All employees of libraries of Chernozem region answer: "Readiness of the text" and it is the correct answer.

The second question is "Do you need a thorough preparation for the presentation depending on the composition of the audience, even if you have already spoken on this topic?" 100% of respondents of the libraries of the Chernozem region recognize the imperfection of their own speaking skills, noting that they need careful preparation for public speaking.

The third question, "Do you always start out the same way?" 90% of respondents answered: "No, do not repeat", and 10% noted: "Yes, the main thing – the essence, not how you present it"; in turn, in Belgorod libraries 88% of respondents noted that "No, do not repeat", and 12% noted that "Yes, the main thing – the essence, not how you present it". There are minor errors in the first and in the second case in the answers, but compared to what was before the seminar, the situation has improved by 20 %.

On the fourth question "Do you strive to speak strictly according to the plan?" All respondents of libraries of Chernozem region unanimously answered "Yes", and it is the correct answer.

On the fifth question "What, in your opinion, affects the effectiveness of speech?" 90% of respondents of libraries of Chernozem region gave quite detailed answers.

The analysis of the mistakes was taken into account in the development of another seminar "Verbal communication of library specialists" are presented in Table 1 where:

- the first group is the team of the libraries of the Belgorod region (before the seminar);
- the second group is the team of the Kursk region (before the seminar);
- the third group is the team of the library of the Belgorod region after the seminar;
- the fourth group is the team of the Kursk region after the seminar.

The table contains quantitative data – this is the percentage of correct answers. The same thematic units are presented, which were in the course of questioning: "The Modern language norm", "Oratory" and "Culture of business communication".

**Table 1.** The results of the development of the educational program of the seminar "Verbal communication of library specialists».

| <b>Traininggroup</b>                               | <b>Modernlangu<br/>agenorm</b> | <b>Oratory</b> | <b>Businesscommunica<br/>tionculture</b> |
|--|--------------------------------|----------------|--|
| <b>1 group</b>                                     | 60%                            | 65%            | 70%                                      |
| <b>2 group</b>                                     | 60%                            | 60%            | 55%                                      |
| <b>3 group after<br/>mastering the<br/>seminar</b> | 85%                            | 80%            | 90%                                      |
| <b>4 group after<br/>mastering the<br/>seminar</b> | 80%                            | 80%            | 75%                                      |

The results of the seminars for library specialists gave the following results:

- 1) Serious awareness of the main role of effective verbal communication;
- 2) Improvement of verbal skills and abilities of library specialists;
- 3) Introduction of students to the new profile literature on the topics of verbal communication and image in professional culture;
- 4) Training of library specialists in various types of verbal communication.

Thus, the analysis of the data shows a positive result of mastering the educational program of the seminar – it means that the "work on mistakes" was carried out with benefit. library specialists have improved their level of speech culture, which is part of the professional culture and image of the organization Table 2.

**Table 2.**The final results of the implementation of the educational program and seminars.

| <b>Traininggroup</b>                             | <b>Modern<br/>languagenorm</b> | <b>Communication<br/>skills</b> | <b>Oratory</b> | <b>Businesscom<br/>municationcu<br/>lture</b> |
|--|--------------------------------|---------------------------------|----------------|---|
| Controlgroup                                     | 46%                            | 56%                             | 46%            | 52%   |
| The experimental<br>group<br>(before the course) | 42%                            | 53%                             | 48%            | 58%   |
| Experimental<br>group (after the<br>course)      | 65%<br>(+23%)                  | 80%<br>(+27%)                   | 77%<br>(+29%)  | 76%<br>(+18%)                                 |

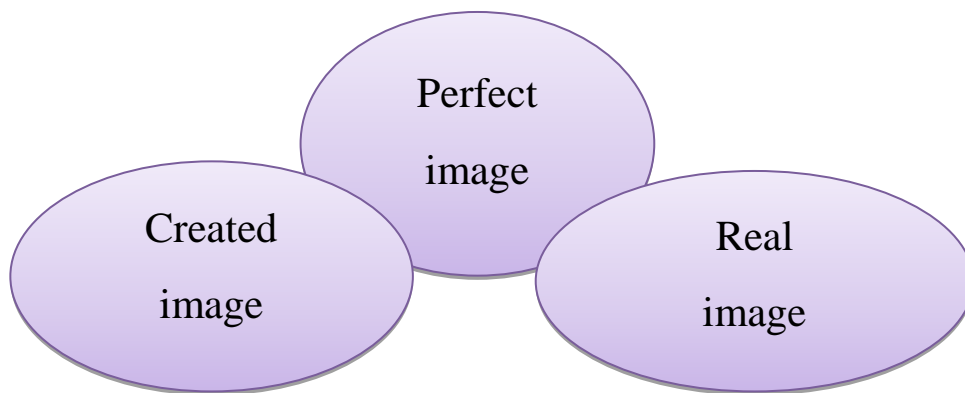
As a result of the training, the students noted that this innovative approach increases the level of verbal culture and raises the image of the library organization.

The most effective were the following pedagogical technologies and forms of organization of practical work: trainings (55%), master classes (45%); brainstorming (40%), modeling the situation from the professional sphere (35%), discussion (35%), game technology (35%), traditional seminars

and workshops (30%), "case study" - method of situational learning (20%), analysis of specific situations (25%).

The most pressing issues in the field of professional activity of the audience were the following: the communicative aspect of working with people - 45%; familiarity with professional literature on the topic of verbal communication -25%; literacy of the speech, the normative aspect of speech culture - 20%; features of Internet communications - 10%. These processes need to be managed to create a positive image of the institution. The image of the library is formed on the basis of the mission and corporate identity, which includes verbal communication.

The most important module of the program is the problem of creating an image, as it is necessary to take into account the inertia of mass creation, which does not tolerate abrupt changes. The ratio of all variants of the library image can be represented in the form of Euler-Venn diagram (Figure 1).



**Figure 1.** The ratio of different image options.

To create the image of the library, a strategic approach is used, which allows to form effective communication systems and to potentiate the prestige of the library without attracting additional resources. With the help of image it is possible to manage various social processes, one of the most important mechanisms of influence on social processes and inter-group relations is a high communicative culture. The problem of communication management in order to create an attractive image of the organization is an important task of every modern organization [1].

Now the science has a wide spectrum of technologies of image formation:

- positioning (placing the organization in a favorable information environment)
- emotionalization of the created image of the organization
- the highest level of verbalization in the external and internal environment
- formation of the need for the image of contexts
- detailing the created image of the organization:
- verbalization of the created image of the organization.

It is the verbalization of the created image of the library that is especially important and the management of this process brings positive results.

#### 4. Conclusions

Within the framework of the system of professional development of librarians as a part of continuing education it is necessary to introduce an educational program developed taking into account the problems identified during the monitoring, as well as the communication nature of the professional activity of a specialist in the library and information sphere, the widespread introduction of innovative technological operations and communication channels [16].

V. A. Borodina, for the first time in the national library science to raise the issue of qualitalogy (the science of quality) and qualimetry (science that studies the quantitative methods of quality



assessment), quality of library communication defines as "the degree of satisfaction of expectations of the different participants of communication in the process of library services or the degree of achievement of the communication goals and objectives", "conformity to accepted social standards and norms" [6,p.101].

S. A. Ezova, pointing to communication as an attribute of library and information activities, interprets the quality of library communication as "the difference between the reader's expectations of positive attitudes, the activity of which is adequate to the situation of interaction, and the real quality of communication" [9]. Thus, the quality of library communication can be measured using quantitative criteria.

The result of library and information services is a library service – the process of interaction between the user of the service and the library staff, its material, technological and intellectual resources, aimed at meeting the information and socio-cultural needs of society and its individuals. This communication is very important for creating an image, as it is based on verbal communication.

In our opinion, based on the above definitions, an important component of the provision of library services is professional verbal communication, a dialogue between the librarian and the user, through and as a result of which a particular library service is carried out. In addition, we believe that in some cases the communication act itself within the walls of the library for some groups of readers, for example, the elderly, has a target setting, ie. it serves as a "means of satisfying a specific need, in this case the need for communication" [9], organizing verbal communication for its own sake, the so-called communication for the sake of communication.

D. K. Ravinsky points to the value and importance of library communication, noting that in the era of interactive technologies and the Internet, live communication does not fade into the background, and libraries can survive only by developing the existential aspects of library work: "in modern civilization, the support of human, personally colored relationships is one of the important functions of the library."

Thus, the library service as a specific result of library and information services, along with such types of products and services as document, educational, advertising services, bibliographic, factual, scientific and analytical and other products, can be a verbal communication of the target orientation; in this case, the nature of the user's need is not informational, but communicative (Figure 2).

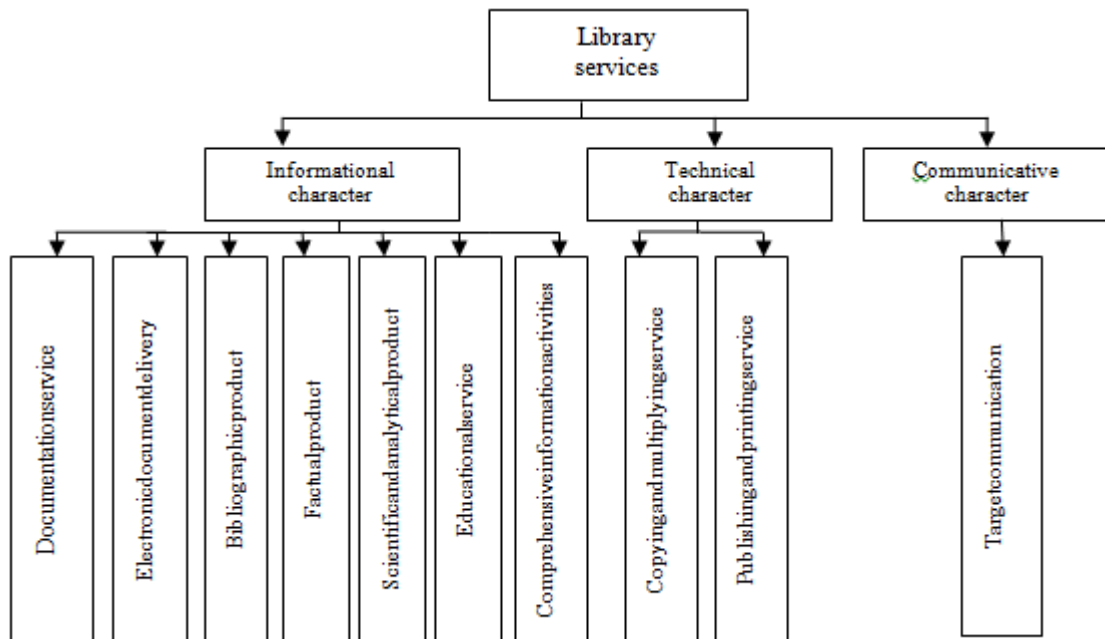


Figure 2. Types of library services in the field of user needs.

This provision is not revolutionary: many theorists and practitioners of library science recognize this fact. Thus, S. A. Basov points to the library as a unity of two types of activities for servicing readers: the provision of documentary and communication services.

At the same time, the time of document maintenance should tend to zero, and communicative – to infinity. M. J. Dvorkin defines one of the scenarios most libraries implementation main activities aimed at organization of communication, verbal interaction.

S. A. Ezova concludes that the public library is transformed into a center of traditional and virtual communication, which indicates, in the opinion of the scientist, "the objective trend of its transformation into a single communication center" [9].

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It is undeniable that the need for communication arises in all types of library and information activities: the formation of the Fund, analytical and synthetic processing of documents and information processing, the formation of reference apparatus, library and information management, etc. – and is associated with the implementation of specialists in the library and information sphere of common goals. Thus, in the field of intra-library verbal communications, communication appears as a "universal activity, which is also a component of other activities".

The main form of human activity is the process of communication, without it it is impossible to interact between people. Each person develops, lives and interacts with society in the process of communication. In library activities, the process of communication is one of the most important criteria of the library. After all, through communication is the service of readers and further user interaction with the library. Therefore, the speech culture of a library specialist is one of the most important professional characteristics. Through speech, the librarian introduces users to the knowledge, reveals the library Fund, establishes team relationships.

Oral speech is the main tool for conducting conversations and events, librarian provides information services, introduces readers to knowledge, etc. Speech of the library specialist should be grammatically stylistically correctly constructed and meet the standards of the Russian literary language. Having mastered the technique of verbal communication, the librarian can easily establish contact with the audience, will speak loudly and expressively, not be afraid of the audience.

Russian scientists–librarians distinguish three stages of verbal communication "horizontally»:

- between library specialists;
- between library professionals and library users;
- between library users.

Business, official and personal relationships are developed between the specialists of the library in the process of work. Official relations are governed by official regulations, rules and regulations fixed by law. In connection with joint work there are business relationships, and regardless of the work performed, personal relationships are formed [17].

Oral types of business communication are divided into monological and dialogical. To monological types are: the welcome speech, informative speech, report. To the Dialogic species include: business conversation, business conversation, negotiations, meeting, telephone conversation, interviews, etc. types of Written business communication is the many official documents: a report, business letter, Memorandum, certificate, statement, order, etc.

Thus, the culture of verbal communication and understanding of the role of the image of the organization is formed in the process of training and professional adaptation, and it develops as a result of training, self-development and in the process of professional activity. The level of communication culture of the library specialist can be judged by how it is adequate:

- uses means of communication;
- builds the content of communication;
- understands and perceives the partners in dialogue;

- builds relationships;
- selects the form of communication in a particular situation.

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