

Editorial

Dear reader,

almost after three years from my first Editorial it is a great pleasure for me to meet you again in HRM&E. I remember that then, three years ago I turned the reader's attention to the necessity for organizations to actively join the current process of change. To survive in the presence of changes at the management globalization and intensified competitive environment leaders must answer the question when and how organizations must implement the necessary reforms. The crisis, which started in the second half of 2008, uncovered many administrative problems accumulated for quite a long time. It is necessary to admit that the symptoms of crisis have emerged in the sphere of the finance management first, although it has soon expanded to a global economic process, and into a global space so it was not possible to notice that the world has faced with many leaders' insufficient capacity to timely notice the new challenges and to make necessary changes. Already in my book "Strategic Organizational Options. Do We know How to Act?" published in 2008, I wrote that almost 70 percent of the Lithuanian organizations leaders poorly imagine their participation in the current changes because of:

- poor perception of the changes occurring in the external environment;
- inability to notice the importance of the new decisions and not making the up-to date solutions;
- inadequate preparation to operate under contingencies.

I think that in some scale the same situation is experienced in other new EU states, possibly in most of them. As we see it had (and it still has) very painful consequences. Relatively stable job market throughout the EU community was completely open and flexible to its every citizen. Organizations suffered bankruptcy, hundreds of thousands, even millions of employees have added to the unemployed. For example, according to the Lithuanian Department of Statistics in 2007, about 69 thousand people were unemployed (unemployment rate was 4.3 percent, in this number 8.2 percent were young people), in the second half of 2008, when the first signs of the crisis appeared the number of unemployment increased by 131 thousand people (unemployment rate was 5.8 percent, in this number 13.4 percent were young people). At the peak of the crisis in 2009, the number of unemployed increased by 2.4 times and has reached 284 thousand people (at the end of the year the rate of unemployment was 15.6 percent about 30 percent of unemployed were young people). Currently close to 300 thousand people are jobless in Lithuania.

Nowadays because of the rising unemployment in many other EU states (Latvia, Greece, Spain, etc.) the citizens do not see the excess of stability, neither the employer and the employee mutually beneficial flexibility nor a touch of the open market. My researches on the employees needs change, already conducted for 7 years, has clearly showed that because of the difficulty to predict the future of the organizations for many workers the prevailing need is security. The permanent development of the new competencies, the responsibility taking has moved to the second plan, as well as decreased the importance of content of the work done and was lost the value to actively pursue a professional carrier. The researches have shown that the authoritarian management style has intensified in organizations, and organization leaders rarely pay attention to the new employee socialization process. Motivation system weaknesses together with not always respectful attitude of the organization leaders in terms of employee do not encourage the staff to operate efficiently and to achieve organizational goals and enhance their competitiveness.

Recently we saw the first economic and financial crisis consequences stabilization, even signs of improvement; however, we hardly could boast the significant progress in human potential management subject. This reason encourage researchers from different countries and all those are interested in the problems of the human potential to join and to look for innovative answers to the new challenges. One of such scientific assemble examples could be an international scientific conference Human Potential Development: Search for Opportunities in the new EU states, held in June 2-3, 2010, by Mykolas Romeris (Vilnius, Lithuania) together with Žilina and Zvolen (Slovakia) universities. It is a gratifying circumstance that about 70 scientists from Slovakia, Poland, Latvia, Romania, Croatia, Czech Republic, Lithuania, and Ukraine have presented articles under the topic of the conference. What is more, about a half of the articles were prepared by young scientists, introducing the newest scientific researches based on the innovative methodology.

The purpose of the conference is to introduce the researches carried out by higher education institutions and scientists in the area of Human Potential Development in the New EU states and to discuss future cooperation possibilities seeking to more actively integrate into common EU space. Theoretical and practical base of knowledge and experiences dealing with management and development of human resource/human potential will be exchanged in our conference. The confrontation with theoretical attitudes often encountered in practice should focus on the necessity to change approaches in forming, motivating, innovation capabilities, and developing of strategic intellectual capital.

Vilnius conference is related to Slovakian University of Žilina and Technical University in Zvolen (Slovakia), which were successful in organizing six annual conferences, forming the main topics of the conference and publishing the scientific information. The organizational culture nurturing its traditions was created in the environment of open discussions.

I am sure that the New EU states collaboration development will facilitate the establishment of the International Network of Higher Education Institutions in the near future. Such Network will allow to discuss more closely and purposefully issues of Human Potential Development in our countries.

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