CHANGES IN APPROACH OF MANAGER'S THINKING AND COMPETENCES

Milota VETRÁKOVÁ

Abstract

There is a lot of discussions about how the world of business has changed, how the globalization and internationalization have influenced the conditions and functioning of national markets, how fast-evolving telecommunication technologies have dramatically cranked up the speed of doing the business, and how the employees are seeking more meaningful work along with a voice in the decisions that affect them. The changes in the world of business more than even before force the managers to change their thinking and behavior. The old ways of managing work employees are broken.

    This change is difficult; it is a change in thinking and in behavior of managers. Today's managers would create compelling visions that inspire employees to bring out their very best performance, to support the creativity, communication and team work, to change their self into counsellors, coaches, and co-employee. The aim of this article is to look at the basic competences and competencies of managers and to explain the need of critical self evaluation of using management's practice and techniques.

Key words: managers, competence and competency, critical reflection, self management, managerial work, process approach.

Classification JEL: M12 – Personnel Management

1. The competences of managers

Ongoing changes in external environment have to be constantly monitored and accept by managers and other employees. External changes are reflected into internal environment and willingness of management invest into own development and development of its employees. Precondition for managing of changes is qualification and competence of management for managing. The manager of organisation could became a person specialized in information technologies but without manager experiences or knowledge with managing. He or she gains experience by continuous job performance, knowledge by self-education. The fact whether the manager is able and competent for management will be shown in his or her job results, that means his or her ability to settle goals, implement and evaluate them so the organisation become successful.

A prerequisite to occupy the lowest managerial job position is a general and professional competence given by knowledge, capability, and experience vital for completing the tasks on the basic level of management. The positions at middle level of management require functional (technical) competence to master specific activities, whereas on the top level of management the position requires managerial competence and authority.

Managerial competence is a sum of knowledge, capabilities, born assumptions, experiences that manager can transport into work. We understand by it readiness of subject (owner, manager) to manage own work and work of others so the result is a real measure of added value. According to J. Porvaznik (2007, p. 134) it is the interaction of knowledge (social mature), rationality (professional capability), and skilfulness (practical experience). Competency is the ability of an individual to master a certain activity, situation or to evaluate certain phenomena from a broader perspective or from a professional point of view. As stated by B. Kasáčová (Šimonová, 2002, p. 12) „the purpose of acquiring higher education is obtaining a certain qualification that entitles the person to perform a profession". It is the right or competency to perform a certain profession. Competencies are restricted by the scope of behavior that corresponds to a certain job position and represents authority and power that come

with the job (profession). Managerial competence means authorisation to direct own and the work of others. For manager is needy to have more abilities, general, professional and managerial. It is the intersection of knowledge, capabilities and attitudes that express in management, tasks determination, rules and principles organized work life (Lesáková et al., 2008, p. 118).

The duty of managers it to create environment and conditions for individual work so common goals of organisation are reached with minimal waste of time, materials, and money. Goals of organisation are reached by realisation of activities in planning, organisation, management, and controlling processes. These processes are based on coordination of individual and working groups efforts that is often interpret as „people management", (Dědina, Cejthamr, 2005, p. 72). The right to manage people as persons is questionable and unethical. People form their life actively, take responsibility for their behaviour, are creators of own identity. No human community was able to take total control above people (Watson, 2002, p. 6). Because of this even in organisation is more appropriate expression "work management" connected with work task, responsibilities, and responsibility of employees on work places setting. Managers focus on understanding of people behaviour at work, on utilisation and development of its abilities when fulfilling their work tasks. It is important to understand the needs and expectations of employees and their feelings.

Preliminary criteria for getting manager position on base level of management are mainly functional knowledge and abilities inevitable for job performance. Not every employee with adequate education and praxis is qualified to take responsibility for certain part of activities belonging to workplace. Everybody should be able to evaluate its goals and abilities. Wanting is not sufficient it is needy to concentrate on fulfilment of job duties at certain workplace. Great work and work discipline form positive image of employee what is precondition for trust and respect of co-employees and managers. Therefore employee's *self-assertiveness* by promoting changes, capability of empathy, and creative attitude by task solving is needy. Employee interested in people, able to solve complicated interpersonal problems at workplace has a real assumption become a manager at lowest level of management. Among requirements for workplace is physical competence and health condition of individual as well.

Filing the top manager position in organisation depends on wide personal and moral assumptions not only on functional and professional qualification. Ability of manager to lead and evaluate itself and its relations with other people is important. Among them belong courage, good nerves, calm nature, ability to get on with stressful situation, sensibility, purview, self-confidence, willingness to learn, sense for new, communications skills, and work motivation. „Critical and clear thinking is rarer than formal economical and managerial education", (Menkes, 2005, pp. 100-109). These assumptions and abilities are marked as **emotional intelligence**.

Spirit of enterprise is complex of managerial and organisational abilities dispose of manager to be able to lead organisation successfully, solve problems, and gain profit. Manager as entrepreneur can distinguish and take advantage of chance to be in business, has real idea, clear goals and follow them directly and stubbornly. When realising its idea he/she involves other employees and willingly takes the adequate risk for result.

Personal and work competence of manager increases with psychical and personal assumptions, his or her capability to work with different types of people, his or her social reliability. Means human ability to break through in social relations, fulfil expectations that follow from manager position. The base of manager work is influence of employees, as well influence of surrounding connected with contact search and lobbing.

The thing that differs managers from other people and what makes unique personalities of them, are **personal qualities.** Often it is connected with the term charisma. Charisma is a feature ascribe to managers by surroundings. The reason to it may lay in work results as well born

talent, spirit of personality. A man with charisma can be anybody who devotes to own task with all power and strong belief. Profession of managers is highly interactive what lead to variability of manager's behaviour. Great influence to quality of manager's work has its personal experience and capability to cope with most unfavourable situations that are not unusual.

2. Self-management and critical reflexion

Everyone sometimes chews over one's considerable strengths and weaknesses, compares own knowledge and abilities with others, looks for the way of possible improvement. The manager also evaluates and analysis own "I", purposefully directs own behaviour and activities, he would like to manage own professional and personal life and work of others, to determine the objectives and strategies of further development of organization.

By words of J. Porvazník (2007, p. 153), self-management is „a process consisting of activities through them each employee and each person determines own professional and personal objectives, plans and meets the requirements and evaluates their fulfilling". A person, who can set the goals to himself, fulfils and evaluates them in daily life, is more useful and perfect for him/her and others. He or she has better assumptions to manage others, since he/she can manage himself/herself.

Self-management does not mean to re-make oneself. It means to know and develop oneself, own strengths and normal way of managerial work. "Self-management belongs to the most complicated problems of personal and professional life", (Vetráková, 2002, p. 48). A lot of people don't achieve it and they prefer to be leaded by others. The way of self-management is different according to types of people and their relation to human values.

Self-management is a process of goal-directed regulation of own behaviour, a process consisting of activities by means of which an individual is forming his or her present and future. The notification and acceptation one's, so called self-discovering is a part of this process. The second step of this process is finding the potential of others.

Self-discovering helps manager create the image about him or her. This is „a psychological image of one's formed, reproduced and developed in mind of person. It pictures a complex of own notions, abilities and values", (Ottova všeobecná encyklopédia, 2006, p. 369). The manager identifies all convictions, values, and visions that influence his or her behaviour. These ways of thinking are obtained by "moral" directions and norms from external environment (parents, teachers, different life values, books, etc.), he/she accepts in his/her life, in forming opinions, views, and decisions. The views of us and others are not always impartial and rational. The viewpoints of underage we don't have to accept in adulthood. We can change attitudes and our opinions of certain situation and the result is different.

Self-identification, the individual's own notion of positive and negative dispositions, what we know, make, and would achieve is a condition of self-acceptation and further development. The manager who doesn't come to some own drawback, tends to assign this quality to other people. Self-identification influences social interaction to the others and improves knowledge of oneself and other people's too.

Self-identification is not easy. We have to know our typical way of work and improve it systematically. For example, somebody is learning so that he or she writes down notes (Beethoven, Churchill), another learns by doing something else. Others learn so that they listen to their speech (Drucker), others listen to other people, or they learn by reading. The same situation is in a job. Somebody is a decision maker, other is a counsellor, others manage, and somebody prefers to be led. The most of mistakes are made if job place of top manager occupies excellent professional person in the field of product organization but indeed it is a person who can't bear burden of leadership. Also the work surroundings (chaotic, structural, etc.) cause the work result and only few people are high-performance in each surroundings and in all situations.

"The investigating one's own action in a certain situation and involving a review of the experience, an analysis of causes and effects and drawing of conclusions concerning future actions" indicates the reflection (Woerkom, 2003, p. 40). *Critical self-reflection* includes also social, political and cultural contexts of reflection. "Critical reflection involves a critique of the presuppositions on which our beliefs have been built", (Mezirow, 2000, p. 1). The way of critical reflection is not concerned of how or how-to of action but with the why. It helps to recognise the importance that is given to own actions, events, roles, and relationship in personal and professional life. In critical reflection the individual challenges the validity of his presuppositions. The critical reflection is certain feedback of own action, behaviour, abilities, that influence the need of change, self-realization, and development.

Self-realization is motivation to realize one's own ideas, dispositions, and potential. In terms of Maslow's pyramid of needs, this is the highest value orientation of man which is beyond the selfish interest of man. It brings about the necessity to learn and get to know, but not for benefit, but for enjoyment of knowledge which allows man to get orientation in the system and importance of their experience and relationships to the others. Here belongs the need to create as well as the need to build genuine human relations. Men do not think of themselves but they do their best to make other people happy.

There are the individuals that on the base of reflection evaluate themselves higher or less. For that reason is also the view of neighbourhood on our behavior important and that allows us to realize image about ourselves and start the process of development. Healthy self-confidence of own strengths and abilities fortify positive attitude towards us. *Self-confidence* expresses not only in our presentation, gesticulation, oral speech but also in our appearance. The managers with low self-confidence set not challenging objectives, they are afraid of failure, they don't break through social relations, and they are sensitive and vulnerable to reaction of surroundings. Learn to believe and respect ourselves and own thoughts create a precondition of self-excellence of managers.

3. Self-assessment of managers

Self-assessment is demanding because it is about people with different goals, values, problems, life experience, run in stereotypes of thinking, opinions, interests, and attitudes. It pays off to record and comment the development a manager passes through and that changes their habits, behaviour, and view of a concrete situation. It might seem a useless activity that will not bring anything. However, the experience of others proves the importance of self-assessment and personal judgement by which manager expresses the attitudes to themselves. The main forms of assessment are following (Mikulaštík, 2007, pp. 34-36; Porvazník, 2007, pp. 168-169; Israel, Whitten, Shaffran, 2001, pp. 48-49; Lesáková et al., 2009, pp. 134-140; http://sietook.org/sk/mastery-learning):

a) *Regular recording of one's own behaviour* which is going back in mind to or writing notes about what a manager experienced during the day. Regular recording is assessing the purposefulness of one's own activity, efficiency of work, and communication with people. This is an old method of self-assessment. It is known that already the Greek philosopher Pythagoras required from his students to answer three questions every day: What good have I done? What have I omitted I ought to have done? Wherein have I done amiss? The advantage of regular recording rests in its simplicity and its main drawback is that sensitive people have a tendency to recall awkward experiences in the evening.

b) *Regular reflections* which is different from the previous method of recording in that the manager not only states the problem but also look for the reasons for his or her behavior, goes back examining the course and consequences (why it was that manager was provoked, why he/she decided to criticize a person and why in that way). A positive feature of regular

reflections is that imply they make us reveal our own mistakes and, at the same time, they imply how to avoid them. A case in point can be a quarrel by which manager wants to sort out a problem; it usually makes the problem still worse rather than bring any solution because he or she overvalues the power of the emotions that led him or her to the inappropriate behavior. Later after the quarrel, or sometimes during it, he or she realizes that he or she has exaggerating, feels a twinge of conscience, and tries to screw up courage to confess the mistake and make it right.

c) *Knowing myself through other people* – is based on the judgment and comments of the people manager most frequently meets. There are the individuals who do not like being criticized. Reasonable people accept with gratitude well-meant remarks and advice from close friends, parents, and colleagues as understand that criticism helps them discover and avoid mistakes which often embitter their life. In this way manager learns about himself/herself that he/she patronizes too much when talking with others, force his/her opinions to others, he/she is quick-tempered in judging the opinions of others, has various bad habits he hardly realizes, can do others harm, and does nothing to put it right, that he/she will consider them the only right opinions. It is necessary that he/she should respect other people's opinions which do not mean that he/she will consider them the only right opinions. People who don't like him/her and envy him/her sometimes criticize without justification. This is why we should learn to distinguish feedback according to who we are accepting it from.

d) *Self-observing-introspection* – is based on observing one's own internal processes, especially thoughts. From the point of view of self-education, it has a positive effect on the current mental condition as by self-assessment we gradually acquire the ability to control our emotions, especially with anger and passions. Sometimes, introspection is used as a self-regulating procedure to get rid of negative emotions.

e) *Thinking ABCDE* (assessment method invented by Dr. Albert Ellis, president of the Institute for Rational Emotive Behaviour Therapy in New York) allows us to understand our thoughts and emotions, reactions to a certain situation, and change the way of thinking by new stimuli. It is obvious that negative thinking will influence our performance and reactions. The change of thinking due to self-assessment in a situation is based on five principles:

A (active) – activating an event that manager had to face, for example at work (shortage of time to fulfil a task in time).

B (believe) – what he/she believes to expect from himself/herself or other people (I can never make it in time; I am not worth my salt if I do not make it in time).

C (consequence) – means the follow-up emotions (fear and worries).

D (dispute) – discussing the reactions from the point of view of other people, logic, and usefulness (How much is it useful and important for me to believe that I will handle the situation and that I will not be worth my salt if I will not make it?).

E (exchange) – change of thinking in a constructive way (it would be good if I made it, but I will still accept myself even in case I fail; I have enough time to do my best).

The expression "enough time" for completing the task itself is relative and for one person it really means enough time but not for another. A manager completes a task in time, if he/she stays calm, has clear thoughts, and does everything for the best result.

f) *Analysis SWOT* – a universal method used in making strategic decisions in management and economy. It is also applicable in examining knowledge, skills, preferences, and opportunities of a manager from the point of view of building his career. It is an analysis of strengths and weaknesses and opportunities and threats for the future existence. During the life there are many moments that strongly influenced our behaviour and development. It is necessary to

arrange these moments chronologically and then assess each critical point to find out to what degree we made use of our strengths and weaknesses. The success of the analysis will be enhanced by the following procedure (Robbins, Coulter, 2004, p. 198):

Step 1: assessing one's own strengths and weaknesses. Each of us has some knowledge, talent, and abilities. Each has interests and likes some things and does not others. For example, some people hate sitting at the desk for a whole day, others panic when they communicate with a foreign partner. Write a list of activities that you like and you are good at. Similarly, write those that you are not good at. Highlight those qualities that are relevant to manager job position;

Step 2: identification of opportunities or threats in relation to the career. Managerial job positions have different threats and opportunities from the outside. It is good to identify these factors as they can profoundly influence your professional as well as personal life. Make a list of two or three managerial positions in your organisation of the future professional orientation and make a critical analysis of opportunities and threats;

Step 3: an outline of a five-year career plan. On the strength of analysis SWOT make a list of four or five goals of your career. For example, development of managerial abilities that will change performance and behaviour of employees, the training of communication skills especially listening and speaking, and so on;

Step 4: an outline of a five-year action plan. Be concrete. Make a list of activities to reach each goal. Write what exactly you will do, when it will happen, and in what relationship to the goals. If your analysis pointed to a need to take a course of managerial communication, put down the date when you will start the course. Your concrete plan will guide you in making decisions similar to the plans of organisations showing managers the direction in their decision-making.

g) *Mastery learning* – is based on the division of the content into smaller units. Depending on the priority a manager chooses which part is the most important and which he/she has (wants) to learn. Then he/she divides this bigger part into smaller units that he/she learns until he knows them 80-100%. After each part, he/she takes a test to make sure about the acquired knowledge. If he/she fails, he/she takes a remedial course. If he/she reaches the goal and masters the first part of the content, he/she continues with the following unit. Progress tests are not graded they serve as a feedback for the learner. An advantage of this method is that everybody chooses their own pace of learning and assesses the chosen procedure of acquiring knowledge that they adjust to suit themselves. Self assessment fosters independence and responsibility for learning. The learner records their results and learns from them. The purpose is mastering the content before the date of testing by another person.

h) *Journal* – verbal expression of feelings and attitudes in writing. It can have a form of practical analysis or analysis of experiences. In verbal form, a manager can get a better understanding of all internal processes. Only few people write a journal to record their experiences, it is more or less for sensitive people, artists, or teenage girls. Despite this fact, it is a process of the self-assessment that has justification in personal development. Managers can use the journal as a think tank containing ideas that come to their mind but they have no time to deal with them at that very moment. They can record them and go back to them later. Some ideas can become an invaluable source of something new. The recording of thoughts, attitudes, and opinions on certain situation, or experience serves the individual to verify their degree of knowledge against the theory or the other individuals.

The assessment that the man has and that is rather constant in relations to themselves expresses agreement or disagreement and sets the degree of self-esteem. It is a subjective experience that can change with age and new knowledge. Self-assessment has an influence on

the relationships of man to the environment, their spirit of criticism, requirements on themselves, and attitude to achievements, and failures.

4. System and process approach to managerial work

Traditionally the managerial work concentrates on coordination of work activities in such way that the development of organization continues even in the future. The managers rationally analyze the tasks for which the organization was set up and the resources required to complete them and, in the light of these analyses, design work systems which achieve sufficient control over work activities to ensure successful task completion. Decisions are the result of managerial work. The success of received decision depends on the importance and quantity of information but also on style of manager's work. We see the problem outside and inside the organization differently. The manager can manage under pressure of time and stress, have a shortage of information and finance, and be afraid of loosing authority, or position on the market, or of various organizational or social influences.

In effort to avoid inaccurate decisions, the manager prefers regular controls with objective to manage work performance and behavior of employees in conformity with goals of organization. He or she supposes that control helps to increase the quality of employee's work without respect to purpose and necessity. Each organization represents a *social system compound of human systems* and the components of the organization have to relate both to each other and to the organization as a whole. Social systems are not simple compact of human individuals. The individuals are relatively autonomous and unique entities that stay in own essence and human relations opaque. The managers are responsible to manage organization and to ensure successful task approach. Therefore seek a way how to prove it.

The essence of systems-control thinking in organization (Watson, 2005, p. 475) represents a way of understanding human beings and their social arrangements that sees both of these as controllable entities which take in various inputs and convert them into outputs. The systems-control views of organization emphasise the controlling role of managers who are seen as designing, engineering and maintaining organizations as social entities that have an existence separate from the people and activities that are associated with them. The managers through the tasks, orders or restrictions manage employees, search their weaknesses, and determine the rules how to remove them. To "frame" of organizations if they were things or creatures with goals and objectives too easily leads to a forgetting of all the conflicts, arguments, debates, ambiguities of employees because it focuses on inputs and outputs. Human systems are thus often said to be „black boxes". What actually happens inside them, and how, is not attended to.

The new view thinking of managers is based on processes of organization. The essential difference between the systems-control perspective and the **process-relational way** of understanding organizations is that the former gives central attention to a single, or perhaps to several, "organizational goals" while the latter recognises that organizations, in practice, involve a great multiplicity of goals. And because these are the goals of human individuals and groups associated in some way with the organization, they inevitably come into tension with each other and frequently clash. The process-relational thinking looks inside the black box. Its concern is more with how things happen in practice when people come together in work organization. It attends to range of social, technical, political, cultural and economic processes that make up the overall process of "organizing and managing". And it looks at the patterns of constantly changing relationships that the organising of work entails – ones that both help and hinder the fulfilment of work tasks. The perspective is one that includes within the picture the great variety of human processes and relationships that go on in every organization.

Process-relational thinking of managing is in looking for the most efficient way of employee's development and behavior. To change the system is not an art of managers but the

art is to encourage a new interpretation of present situation and disturb existing way of work organization. Control remained an important mean of change of behaviour in organization. Only partial control can ever be achieved. This is because organizations only exist through human relationships and human relationships never allow the total control of some people over others. Whatever control is achieved over work behaviour is brought about as much through processes of negotiation, persuasion, manipulation and not like rules and official procedures. **Process-relational view consists of:**

- care (manager sets to employee goals and ways to achieve them),
- supervision (determine norms, objectives, and standards leaving the room for own initiative of employee when observe them),
- persuasion (influence of employee through his/her own values – motivation),
- clarification/negotiation (manager gives the chance to employee and offers cooperation),
- accompaniment (manager offer support, accepts employee),
- education (employee has and wants to develop knowledge and own knowing),
- consultancy (cooperation of manager and employee by removing of weaknesses at work on the request of employee),
- therapy/overcoming (manager and employee seek suitable decisions of existing situation, manager helps employee to develop new ways and new possibilities in job).

The control of process approach on assumption is the change of self-manager's view and his or her behavior. The managers who act as coaches support and encourage the efforts their employees. A coach is someone who acts as a colleague, counsellor, and cheerleader to his or her employees. By encouraging their employees and supporting them when they need it, couches help employees reach their full potential (Nelson, Economy, 2005, p. 89).

Majority of managers have doubts of cooperation with employees when created strategy, they prefer own experiences and decisions. When employees got to know about already elaborated strategy to which they did not share it is taken differently than if it was created in cooperation with them. It is not sufficient when manager took part on training about couching and after he/she got through he/she „acts"as a couch. Only inner motivation, own conviction, and decision lead to permanent change in manager's thinking. It's a long time process of human potential development how to handle duties in a new way and at the level of expert knowledge and personal characteristics, attitudes, and human relations. Consider about yourself, about what, and how is he doing.

The approach of managers towards human resources management has been through and still faces with significant changes during last two decades. With the aim to find out what importance is attached by managers to human resources, there is regular search of personal work level taken at Faculty of Economics Matej Bell University in Banská Bystrica. According to research done in 2000, creation of human resources strategy and work analysis belongs to at least important activities. Investigation has been done in 239 organisations, 19.2% of them worked in public sector.

On the basis of personal work surveys from 2009 in 312 organisations in Slovakia (15.4% from public sector) presumptions about prevailing traditional approaches of managers to organisation of work were approved:

- top management does not evaluate importance of human resources management and does not create appropriate conditions for solution of strategic questions in cooperation with employees (human resources strategy is elaborated in 42.9% of surveyed organisations),

- job analysis is mainly based on subjective evaluations of managers (positive change is the fact that 47.8% of managers of organisations with more than 90 employees pays attention to job analysis),
- 53.5% examined organisations do have any experience with personnel controlling and 71.5% with process mapping,
- 42.3% of organisations in Slovakia do not have system of employees evaluation but 39% of organisations apply evaluation of efficiency by performance management,
- annual expenditures of managers into the education and development of employees is approximately 51 to 100 euro,
- nevertheless 75% of top managers in examined organisations attend trainings of new managerial skills, traditional ways of people management prevails.

In human resource management is dominating operative aspect but, in comparison with the results of survey in year 2000, the managers' approaches to realization of personnel activities are changing. The main recruitment technique in year 2000 was all-type advertisement (46.1% of organizations), while internet used only 2.7%, lobbing 4.7%, and human resource outsourcing 3.7% of organizations. In 2009 predominates recruitment of employees by friends and known references (45.8%), internet (42.9%), and all-type advertisement (42%). Lobbing is used by 28.5% and outsourcing 13.5% of respondents. The recruitment techniques present Figure 1.
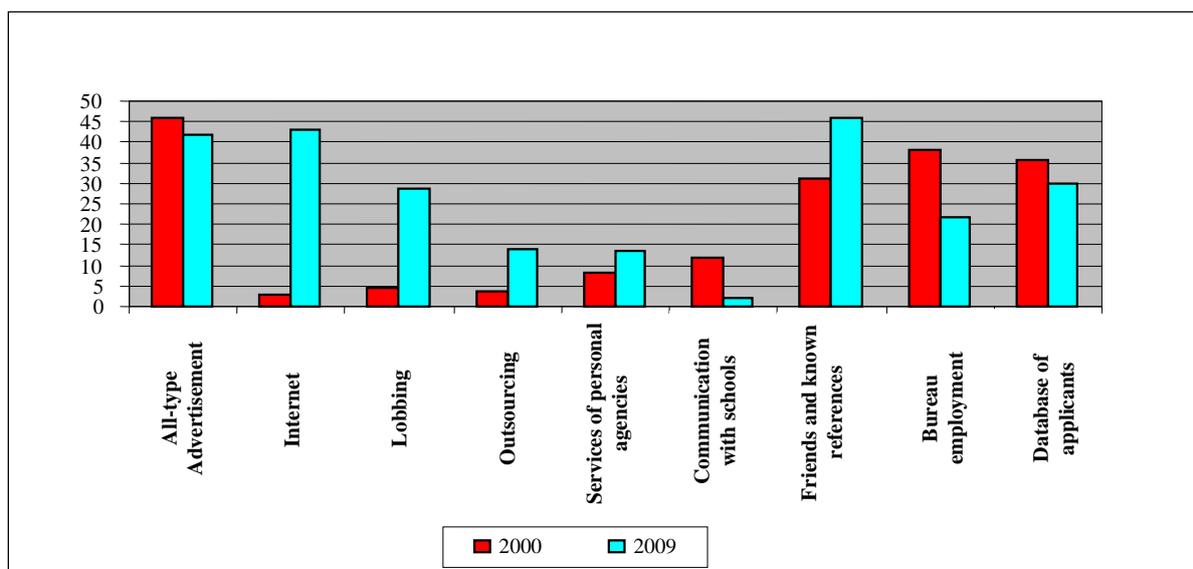

Figure 1: The recruitment techniques
Source: own study

Positive trend in 2009 can be seen at utilisation of new activities in human resources management. Management of work performance is applied by 39.4% and operational personal controlling by 31.4% of researched companies. Its justification start to bring outsourcing of human resources (33%), self–service personal information system (13.1%), mapping of processes (31.7%), and system of employees benefits – cafeteria (15.1%). Overview of time difficulty of personal activities and its importance in terms of work of managers according research done in 2009 is in Table 1.

Process of self improvement starts with goals determination and their reflection into carrier development plans. It represents activities of manager aimed to the change of own personality in the context with stated life goals and accepted picture of oneself. By its setting individual base on own concepts, what, how, and when achieve, while he or she pays attention on ones strong

and weak spots and conditions of exterior surrounding. Accurate and accessible goals can not be only planned but something has to be done to access them. According to this, it is important the ability of rational organization of personal and work life, persistence by fulfilment of goals and ideas, exploitation of ones knowledge and abilities, ones human potential.

Table 1: The importance of activities human resource management

Activities	Realization (%)	Time costingness (%)	Importance (%)
Human resources selection	87.8	19.2	35.9
Appraisal system	81.4	9.9	11.9
Staffing	80.8	18.3	14.1
Personnel administration	78.8	32.7	16.3
Training and development	75.3	13.5	16.3
Employees safety and conditions	73.1	7.1	13.5
Human resources planning	62.8	9.9	11.9
Layoffs	61.9	2.6	1.9
Job analysis	47.8	13.1	8.3
Human resource strategy	47.4	22.8	22.1
Job evaluation	42.0	6.4	6.7
Personnel controlling and auditing	31.4	5.4	3.5

Source: own study

Everyone has some habits of behavior, conscious and unconscious that display outwards ones character and action. Habits are conjunction of knowledge (we know how and what to do), abilities (we can do it), and wishes (we want to do it). With development of own knowledge, abilities, and hopes we throw off present restrictions and we approach higher level of own development. On the way towards changes and higher level of development consistent application and assumption of seven habits can help. To them belong these recommendations and habits (freely based on Covey, 2006, 2007):

1. *To be proactive* – means more than initiation. Proactive individual is the one that is aware of his or her weak and strong spots, initiative, independent, with positive thinking, and imagination able to take over responsibility of ones life.

2. *We start with idea from the end* – means to have clear vision of goal and know where we proceed. By word P. Drucker and W. Bennis „government means make matters right, management means make right things". These words can be applied even on second habit. Starting point of personal development is creation of personal philosophy (mission, credo) what means our idea of what we want to be (character), what we want to do (how we acquire it), what values or principles will accompanied our being and acting, what we do to make right things.

3. *Most important point put on first place* – the principle is in pragmatic time management. If we have in front of us tasks that are important and urgent, we concentrate on its fulfilment; we got into stress because of rising problems in light of terms and extent of the work. Recommendation is to direct attention to important tasks not urgent from the point of development of our personality, we use delegation of tasks, work with priorities.

4. *Think in the way win/win* – it is not special technique but the way of thinking, philosophy of inters personal relations. We endeavour to seek mutually profitable solutions within all

human interactions. It means that agreements, result decisions are accepted by all participants in the same way and satisfy them. Fundamental sense of life and our self direction is cooperation not winning at the expense of another.

5. *Firstly try to understand then be understood* – main principle of empathy communication means to listen, perceive, and understand actively and with empathy, and acquire understanding of others. Active listening enable us to listen what is being sad, to gain and clarify further information of partner, his/her thinking and acting, react properly and most of all give partner a feeling that he/she is listened. From the point of understanding development we accept and give feedback that enable us to understand one self and the others.

6. *Create synergy* – it means that the whole is more than summation of its parts. Essence of this habit of self direction is developed from childhood and means symbiosis in family, harmony of relations at school between pupils and teachers, connection of powers and ideas of different people at workplace. In synergy creation, it is important to know not only own opinions but opinions of the others as well and when they are opposite proceed to search of mutually profitable solution.

7. *Open sawmill, reinforce* – that enables to save and develop asset of human, himself/herself. It means renew of four dimension of human substance – physical (sport, nutrition, get stress under control), spiritual (get over values and obligations, study, meditation), mental (reading, imagination, planning, writing), and social (service, empathy, synergy, self confidence).

8. *From effectiveness to greatness* – it is a roadmap to help how to find daily fulfilment and excitement. In today's challenging and complex world, being highly effective is the price of entry to the playing field. To thrive, innovate, excel, and lead in this new reality, we must reach beyond effectiveness toward fulfilment, contribution, and greatness. Tapping into the higher reaches of human motivation requires a new mindset, a new habit.

Presumption for change of managers to managers – leaders and couches – is a voluntary acceptance of new approaches in management of organization, inner confidence, and attitude towards employees. The success of implementation of new approach manager's thinking depends on application of specific and suitable strategies and acceptation of principles modern management accomplished by competence and flexible managers (Dufala, Vinczeová, 2007, p. 7). Direct example of manager in contrast to situation when manager something says and makes else.

5. Conclusion

Approach having respect to processes understand organisation as complex of work settlements, relations, understandings, that involves human cooperation and utilisation of technologies to gain several tasks. Relations between people and processes need to be managed. It is not easy in particular when many people (customers, partners, employees) bring into organisation diversity of goals, interests and attitudes. Forming and transformation, negotiation and renegotiation, mediation, persuasion, exchange and commerce will still disclose if organisation want to develop. Depend on behaviour of managers and their approach towards employees, work organisation, how they manage with demanding goals and tasks in changing entrepreneurial surrounding.

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Address of author:
Prof. Ing. Milota VETRÁKOVÁ, PhD.
Faculty of Economics
Matej Bel University
Tajovského 10
975 90 Banská Bystrica
Slovak Republic
e-mail: milota.vetrakova@umb.sk