

## Personal potential of manager as a prerequisite of realization of managerial potential of enterprise

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**Abstract.** Crucial role of management is proved in realizing the potential of enterprise management system. The essence of the concept of “managerial staff” based on establishing key characteristics of managerial work is specified. The necessity of consideration of personal potential managers and their competencies as prerequisites of managerial capacity of the enterprise is justified. The necessity is pointed out of mastering managers’ socio-psychological instruments of influence on the staff with the aim to develop their personal potential.

**Key words:** enterprise, control system, administrative potential, managerial staff, personality potential, competence.

### PROBLEM, ANALYSIS OF RESEARCH AND PUBLICATIONS

Research prerequisites were to realize the potential of enterprise management system, under which it was suggested to understand the possibilities of effective management of functioning and development of the enterprise, which requires the definition of reserves and improvement of its component such as management capacity.

According to the author’s research on the establishment of general scientific notion “potential” [1, 2] and determination of the structure of the potential enterprise management system [3], under the management capacity the possibilities are understood offering effective activities of management, so that employees at all levels of government are involved in the preparation, adoption and implementation of management decisions. The subjective nature of this component of the total system capacity management is due to individual preferences, experience, intuition of decision makers, and is an integral factor in decision-making. Clearly, reducing this subjectivity can contribute to improving the objective possibilities of enterprise management system (codification of knowledge, raising methodological, organizational and logistics management, quality information for management processes, the use of mathematical models and methods

of decision-making, etc.). But, at the same time, subjectivity manager as the person who decides is an integral part of the management company: ultimately, the state as objective (information and technical and structural and functional blocks), and so combined (unit training, adoption and implementation of management decisions) components, selected according to the author’s approach to the structure of the potential enterprise management system, directly dependent on the knowledge, skills, intellectual ability, initiative and experience of management. It is no coincidence that the most investigated approaches to establishing the nature of “potential enterprise management system” identify potential management system with management potential as the ability of management to carry out its activities, by the way, causing this terminological uncertainty in studies [4, 5, 6].

The exclusive role of management capacity to implement the overall system capacity is due to the fact that management actually interprets management information, identifies sources of gathering and processing facilities, determines the timing of tasks, selects the best alternative management solutions, sets the direction of motion data streams, is responsible for creating communications system, manages resources, determines the distribution of rights and responsibilities in the organizational structure of the management system, guides, including (consciously or unconsciously) their own preferences, based on their experience, trusts their own intuition based on their formal and informal relations and others. Consequently, to upgrade reserves capacity, enterprise management system should look primarily to increase the efficiency of management as a subjective component of management processes.

The aim of the article is to establish the prerequisites of managerial capacity as a defining component of the total system’s capacity management.

## THE MAIN MATERIAL AND RESULTS

Additional difficulties arise in this context, due, in particular, to the lack of a common understanding of the concept of “managerial staff” (“administrative manager”, “management personnel”, “managers”, “workers control”).

In our view, specification of the content of the concept of “managerial staff” and synonymous concepts can help to use it as criteria unification of specific characteristics (features) that are inherent in administrative work, and allow relatively easily to identify its relation to other types of work in the organization (enterprise). These characteristics are expressed:

- in the nature of the work (administrative work – mostly mental, is creative, important in the management of labor – setting goals, developing methods and techniques to achieve them, the organization of joint activities of employees);
- in the subject of work – information is particularly subject to administrative work, making managers who make the decisions necessary to change the state of the managed object;
- used in media (tools is a means of working with information);
- results (the result is measured by the achievement of goals).

It should be noted that the majority of scientists whose works are devoted to the problems of management rarely take into account the presence of the distinguishing features of managerial work in establishing the essence of the concept of “managerial staff”. The following analysis shows definitions of “managerial staff” and its synonymous concepts, the results of which are presented in Table 1.

As shown in Table 1, often the definition is limited to fixing the fact of belonging to a certain category of employees staff management, governance, administration of enterprises and others [7, 8], without providing answers to questions regarding the nature of managers who can separate this category of employees from other employees of the enterprise (organization, institution). Trying to identify the content of managerial work, mostly realized by rebuilt management functions, work (tasks, issues) to be fulfilled (solution). Additionally, we note that none of the definitions weighs the creative, intellectual nature of managerial work as its distinguishing features. Preferably, there is no indication for informational and management [7, 8, 9, 11, 12, 14], while the same information is particularly subject to administrative work, and its transformation using appropriate means - a prerequisite for decision making in the management of enterprise. Thus, we believe that an essential feature of the administrative work is its informative nature, that necessarily involves the collection, processing, transfer, use and creation of new management information.

In light of the above considerations the following definition can be formulated: company management – are its employees, whose work is creative and informational in nature and focused on specific management functions,

or who perform work in technical support management to achieve business objectives. Under the definition given in [3], the total system’s capacity management (subjective component management) is due to individual abilities and socio-psychological skills of the management.

Exploring the prerequisites for the formation and development of managerial capacity in enterprise management system as potential managerial personnel it should be noted that, ultimately, this potential does not arise “from the air”, as it is determined by individual capabilities of individual workers that depends on their personal potential. This simple fact leads to the need for considering the concept of “personal potential employee”, under which the following can be understood:

- degree of professionally significant qualities and characteristics of the person providing the successful implementation of employee labor problems and efficient solution of production problems [16],
- system properties of individuals that are the foundation of professional personal development and provide the appropriate level of achievement in training and follow-up [17],
- existing human talents, interests, and the internal settings and intentions that may find their realization in the professional field for the appropriate conditions and organizational context [18],
- biosocial tier system consisting of professional activity as a result of conversion of natural advance payments in individual professional skills [19],
- special, capable of self-development system of internal renewable resources employee who appear in the results of one’s professional activity [20].

Without rejecting the possibility of interpretation of the concept of “personal potential employee” under the above definition, we formulate a definition of “personal potential manager” in accordance with the results obtained by the authors regarding the establishment of general scientific notion “potential”, which is used in particular by providing a definition of “system potential management” “[3]. Namely, under the personal manager will be understood the potential opportunities for effective implementation of employee management, due to the presence of the relevant individual abilities and social and psychological problems. First of all, we mean the ability of a manager to think creatively, outside the box to solve the task facing him, effective decisions. Only a person with creative thinking, creativity, appropriate behavior, the necessary theoretical and practical knowledge that is relevant competencies, directly through the implementation of the labor process is able to change the manufacturing process, cause the structural change towards humanization and specialization of labor, creating additional value. Accordingly, competence management can be seen as a key factor that causes the implementation of enterprise management capacity.

Analysis of common definitions of “competence”, presented in [21], shows that appropriate competencies are understood as a set of interrelated personality traits based on professional (special) knowledge, values and

**Table 1.** Analysis of definitions of “managerial staff “ and its synonymous concepts<sup>11</sup>

| Source                                      | The concept to be determined | Definition   | Having reference to the distinctive features of managerial work |               |                |                  |
|---|------------------------------|--|---|---------------|----------------|------------------|
|   |                              |  | The nature of work  | Subject labor | Means of labor | Results of labor |
| Modern Dictionary of Economics [7]          | Managerial staff             | Employees of management, employees who belong to the administration of the firm, company, organization , office workers , the management of enterprises, institutions  | -   | -             | -              | -                |
| Great accounting dictionary [8]             | Managerial staff             | Workers engaged in management of the economy and public administration: the heads of enterprises, institutions, organizations and their deputies, heads of departments who are not employed directly in manufacturing, chief specialists engaged in the managerial staff   | -   | -             | -              | -                |
| M.M. Glazov, I.P. Fyrova, O.M. Istomina [9] | Managerial staff             | Category of workers who directly perform management functions or perform work in technical support management  | +   | -             | -              | -                |
| T.Y. Bazarova, B.L. Eryomina [10]           | Managerial staff             | Workers who decide administrative coordination issues in the enterprise and its business units, keep records and provide information   | +   | +             | -              | -                |
| International Labour Organization [11]      | Managerial personnel         | Part of a broader category of workers , which in addition includes managers and other professionals  | -   | -             | -              | -                |
| V.R. Vesnin [12]                            | Administrative staff         | Part of company’s staff whose job is to organize other staff activity, management of production, administrative, financial, accounting, research and other functions   | +   | -             | -              | -                |
| O.V. Chumachenko, T.S. Shulgina [15]        | Managerial staff             | Members whose duties involve managing or doing the job of technical support of the management, the main results of this activity are: creation of new information; change of its form or content; detection of the problem of company activity; preparation and decision-making process; realization and control for the execution of the commands   | +   | -             | +              | +                |
| O.P. Egorshin [13]                          | Managerial personnel         | People, who do the labor activity during the process of production management and do the transformation of information with the help of technical managerial equipment, whose main activities are: studying the problem of management, creation of new information, change of its content or form, preparation of managerial decisions and after the decision of the head of the company the most effective variant - realization and control of the process | +   | +             | +              | +                |
| M.V. Voitolovsky, O.M. Kalinina [14]        | Managerial personnel         | Staff, the labor activity of which is directed for the concrete managerial functions   | +   | -             | -              | -                |

skills, intellectually and personally conditioned experience of social and professional life rights that are set in relation to the decision of a range of professional tasks. These personal qualities include an employee’s readiness to mobilize knowledge and external resources to ensure the effective operation of an organization, and willingness to work effectively in situations of uncertainty. Directly regarding competencies, enterprise’s managerial representatives, as thoroughly specified in the D.K. Voronkov,

along with their basic professional knowledge, increasingly have the need for competencies associated with the mastery of social and psychological tools to influence the activity of personnel [22, p. 294]. For this, they must master the functions of a mentor, coach, learn to diagnose organizational culture and socio-psychological climate measure intellectual capital collective and individual subordinates, to provide social and professional adaptation of new employees, delegate functions to subordinates

<sup>1</sup> Made using [15, c. 58]

based not only on their knowledge but also personal potential of others.

Therefore, for effective professional work managers have to master a wide variety of skills that can be considered as the basis of the formation and development of personal potential of the managerial staff. In turn, the realization of personal potential of managers is a prerequisite for the development of the management capacity of enterprises as a combination of personal potential of the employees and of management system. Finally, the implementation of managerial potential capacity will promote the overall capacity of enterprise management system, under which, as already noted, it is proposed to understand the possibilities of effective management of operation and development. Thus, the competencies of employees of management system is the basis, which is the necessary initial condition for realization of the potential of enterprise management system (Fig. 1).

Note that along with the acquisition of basic professional knowledge by managers, as unconditioned basis of their competence, it is important to develop skills associated with mastering social psychological instruments of influence on activity staff. Theory and practice of evidence have shown that the potential leader should greatly enhance knowledge and skills in the field of Sociotics - the science of human perception of information from the outside world and information interaction among people. Possessing that, director of technology provides

effective search for viable options for the allocation of functions between subordinates modeling for the most intensive information flow in business communication with their sociotypes. Optimal distribution of roles according to the features of sociotypes and key skill levels as well as types of solutions depending on the particular social type is presented in Table 2, 3 [22, p. 295].

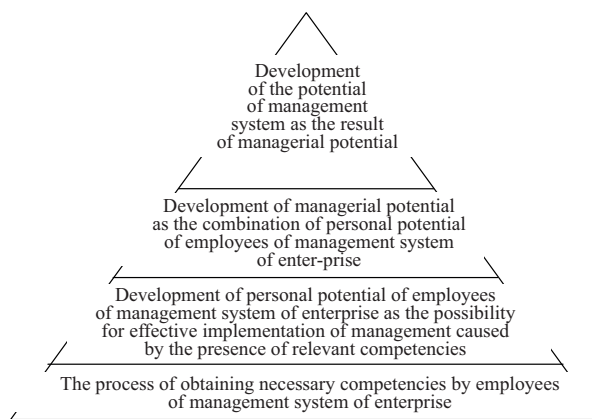


Fig. 1. The role of competence of managerial staff in ensuring the capacity building of management system of enterprise

Considering the features sociotypes, the distribution of roles in a team provide rapid accumulation of information in the enterprise management system, enhancing

Table 2. Distribution of roles according to the features of sociotypes

| Component of joint activity | Role                              | Sociotype                 |
|-----------------------------|-----------------------------------|---------------------------|
| Cognitive                   | Newbie with „fresh” point of view | Inventor, Entrepreneur    |
|                             | Adviser (judge)                   | Critic , Analyst          |
| Practical                   | The Head                          | Marshall , Administrator, |
|                             | Designer of solutions             | Enthusiast , Politician   |
|                             | Practitioner Host                 | Controller , Master       |
| Emotionally communicative   | Scout of resources                | Psychologist, Coach       |
|                             | Soul of group                     | Mediator, Lyric           |
|                             | Closer                            | Humanist, Guardian        |

Table 3. Sociotypes, key skills , levels and types of solutions

| Types of decisions   | Key skills   | Variant of sociotype    |                        |
|----------------------|--|-------------------------|------------------------|
|                      |  | optimal                 | satisfactional         |
| level 1 (routine)    | Strict adherence to procedures, reasonable assessment of the situation, humane leadership, supervision, motivation | Marshall, Administrator | Politician, Enthusiast |
| level 2 (selective)  | Formulation of objectives, tactical planning, analysis of information  | Master, Controller      | Mediator, Bodyguard    |
| level 3 (adaptation) | Identifying problems, systematic solutions, analyzing the possible risk, the creation of working groups            | Analytic, Critic        | Lyric, Humanist        |
| level 4 (innovation) | Creative management, strategic planning, systems development   | Entrepreneur, Inventor  | Psychologist, Mentor   |

the soundness of decisions taken, and will improve the efficiency of their performance.

### CONCLUSIONS

A key role in realizing the potential of management system of an enterprise is played by the managerial staff, under which it is proposed to understand the potential set of personal potential of employees of the management system of an enterprise. The interpretation of the concept of “personal potential” as opportunities for effective implementation of employee management, suggests that the causing factor of managerial potential of management system of enterprise are the competences of managerial staff. Development of competences related to managerial staff, in particular, to the mastery of social and psychological instruments of influence on the activity of workers is a prerequisite for improving the efficiency of its operations and, consequently, of the total potential of the system of enterprise management.

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