

Efficiency of management capacity

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Abstract. – *The main components of the enterprise's management potential were defined and set up appropriate indicators for evaluation the development of professional qualifying and creative potentials, and organizational ability of coaching user.*

Key words – coaching, coach, management potential, professional qualifying potential, creative potential, organizational ability, competence.

I. Introduction

The necessity of providing the functioning of the domestic business is related to the ability of managers, entrepreneurs to resist the challenges of fierce competition, to get important information objectively, to demonstrate business flexibility and to make effective management decisions. The correctness of the choice-making depends largely on the availability and implementation of management capacity, which should combine in himself a professional, innovative and intelligent, social and psychological competences. Professional competence can be received through studying, increasing the qualification, carrying out the training. However, innovation and creative competence and organizational skills are not always easily acquired and they need development tools through the use of coaching.

Researches on management are dedicated in works of domestic and foreign scholars, namely: W. heed E. Denisenko, VV Kulik, M. Nagar, I. Peter, A. Adler, W. Baumann, G. Gardner, J. Guilford, T. Galway, D. Goleman, M. Downey, M. Erickson, T. J. Leonard, V. Maximov, Maslow, A. Ohnyeyeva, M. Perret, Rogers, S. Rogachova and others. However, scientific researches do not comprise the main influence of coaching position to develop managerial capacity, criteria for evaluating the effectiveness of management capacity as a result of coaching, which causes the topicality of this matter.

II. Main part

The system of generating ideas with today's pace of business development is one of the key factors of success and company will only win its competitors, if her leaders are talented, ambitious and brave. It can't be talked about his effective functioning without competent, qualified management of enterprise. The effective development of enterprise and ensuring its competitive advantages depends largely on leaders who are the part of the team of happy and motivated people with common values, who are able to work on a positive result.

The team of talented leaders was, is and will be the key to success for any enterprise, which doesn't depend on the profile of its activities. But the time demands new requirements from the heads. The current leader simply must possess and effectively use all the management possibilities, it means on the basis of professionalism optimally use professional qualifying, creative potentials and organizational ability to achieve permanent and efficient functioning of the enterprise.

Professional qualifying potential is characterized by the potential ability of leaders to apply professional competence in terms of integrating their knowledge and skills in the performance of professional duties and creating the conditions for enterprise to improve and develop the competence of personnel.

III. Analysis

The main feature of creative potential lies in the potential ability of the management to acquire and to use intellectual and innovative competence to formulate and to solve new creative tasks, to create conditions for businesses to display these creative abilities and their implementation in order to achieve their goals.

Decisive for our time are changes in the nature of managerial activity of the heads of enterprises, which should have the organizational ability to be ambitious, communicative, to work in team, to be able to create a favorable climate in the team, quickly perceive information and make effective managerial decisions to be psychologically sustained, ready to stressful situations and to be able to go with them.[1, 2]

Anthony M. Grant gives a definition of coaching: "Coaching - is focused on solving, result oriented and systematic process of cooperation, during which the coach helps to improve the performance of the activity, increase life experience, self-learning and personal growth of people with normal (non-clinical) populations "[3, p. 27]. A founder of the school of transformational coaching P. Vritsa says that "coaching is an art - to promote the development of other people." Effective coach, in his opinion, helps others to realize their potential which they have already had, but it may not be shown yet [4, p. 18]. Thus, the concept of coaching is not monosemantic. Thus, diversity reigns in many definitions: "Supporting a customer during his life in all its manifestations", "mentoring", "Coaching", "Systematic process of cooperation", "instrument of personal and professional development." Coaching is very often identified with consultancy, because the basis of both processes is business consulting. But between the two there is a difference. Consultant comes from the fact that his client does not know how to solve the problem, and he needs a help with this, using their knowledge, experience and ideas. Couch is sure that the client knows the best solving of managerial problems and helps him only to find the most effective ways, while encouraging the development of creative and organizational potential. Moreover, coaching should not be equated with the training which is used for teaching new skills and abilities, that is what usually can and knows coach himself. However, the client

is always in the focus of coaching for which have to be chosen specific special methods and individual solutions.

Coaching is often perceived as a form of taking care of for subordinates. This is not entirely true. The task of coaching is to achieve maximum efficiency from employees in the process of performing their tasks, and from the heads of the enterprises – to make the most effective decisions. So coaching - a process of facilitating maximum of self-disclosure and the development of professional qualifying and creative potential, the tool of increasing the organizational ability of leaders, cooperation, which is focused on making the most effective managerial decisions to ensure competitive advantages of enterprise [6].

In accordance with that a coaching is a basic tool of all elements of managerial potential, we have proposed a system of indicators, which take into account the influence of coaching to develop potential possibilities of leaders and determine the effectiveness of its application.

Ideas should be realistic to implement. To realize new ideas their managers must have such trait as initiative. Initiative is needed not only to perform the task, but to feel the pleasure of it. The behavior of creative people is so, especially creative people that really know how to create the right atmosphere in the enterprise. It is felt immediately, because their initiative and energy is transferred, and the people who inspired her, too, want to do work with pleasure.

The task that confronts coaching is to manage this initiative, facilitating its spread and to display the creative abilities of the team [7]. The problem is that managers are faced with a kind of "energy barriers": the instability of the process of innovation (loss of enthusiasm, lack of funds and time, firing talented employees) distribution inventions into functional stages between different departments, many people, inspires them difficultly. To overcome these barriers, it is necessary to bring value to the company employees. Only one worker, who understands and accepts the value of the enterprise, will be able to give himself to work and to be truly happy.

Brilliant ideas almost always are created by people with courage for their implementation. That's why brave people play a huge role in creating innovations. Courage – isn't congenial characteristic. It is brought up, in which case the most important for each leader is to find themselves not only in producing ideas, but also actively implement them. Mostly just non- standard solutions allow solving the problem as quickly as possible when it is extremely necessary.

Special attention should be paid to the influence of coaching on development of organizational ability of the leader. To develop organizational ability is rather difficult, since it is impossible to explain how to achieve functional interaction, co-ordinate work between functional departments, how to ensure a certain level of communication skills, how to be strong-willed, how to believe in themselves and create a favorable climate in the organization. Such psychosocial competence can be demonstrated only by the example of coach – by his own behavior.

The head, forming a communication in the enterprise (in the subdivision) that (which) he heads must recognize the primacy of the human person; consider not only external indicators of work (performance, efficiency), but

also the internal state of employee - permanent specific motivation to work effectively, a gradual self. This approach to the personality of the subordinate manager requires a high level of social maturity. The level of sociability is characterized by the ability to work with people to build good relationships in the team, namely to influence, persuade, explain, listen, lead.

The ability of the head to specially organized work allows to set the observance of legal documents, rationalization of managerial and manufacturing activities from the definition of common interests and goals of the team, construction incidents to a minimum and thus to resolve the conflict through confrontation to cooperation.

The leader's ability to defend the interests of the collective and each of his subordinates – is a good tool to conquest authority and combine workers into a single group. Credulity and distrust - is the most important qualities of a person that affects the climate in the team. Excessive, immoderate credulity distinguishes inexperienced people. It is difficult for them to become good leaders. But worst of all - suspiciousness to everybody because the leader's distrust almost always generates distrust subordinates. Demonstrating the signs of distrust to people, people almost always limits the possibility of understanding, and thus it means the effectiveness of collective actions. So, first of all, it is necessary to believe in yourself, trust your subordinates, but at the same time control the execution of their tasks.

Conclusion

Thus, providing the development of managerial potential of enterprises is a complex process that requires adequate time and effort. However, in the modern business environment it is necessary quickly and effectively to make managerial decisions which are associated with serious responsibility and a certain risk. It is needed a professional and psychological support from an experienced and impartial professional, when there are situations with making crucial decisions.

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