

The Role of a Competitive Personality of the Manager in Management

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Abstract. The integration of the Ukrainian economy into the global space indicates the need for highly qualified managers who are able to form an effective management mechanism aimed at achieving the strategic goals of organisations. Managers in their work are guided not only by their own experience, but also must constantly produce new innovative approaches to achieve the established goals, make informed management decisions, and solve diverse production tasks. Therefore, there is a need to establish and generalise the skills of managers necessary in modern realities, which are conditioned by the rapid development of scientific and technological progress, an increase in intensive information flows, and increasing competition. The purpose of this study is to identify the competencies necessary for managers and to identify the qualities that form the competitiveness of a modern manager. The study found that the general competencies of managers cover instrumental, interpersonal, and systemic competencies; the main areas of the management process in the manager's activities are considered, including: economic, organisational, legal, socio-psychological, marketing. The paper analyses evolutionary approaches to the skills and abilities of managers in the management process. The main components of competitiveness in Ukraine, the USA, Western Europe, and Japan are identified. The analysis of the applied creative approaches in management is carried out on the example of the tourism business of the city of Lviv, which not only contributed to the growth of tourist flows, but also play a significant role in the generation of the local budget. The practical significance of the findings is conditioned by the establishment of the necessary competencies and qualities of modern managers and their application in management practice

Keywords: instrumental competencies, interpersonal competencies, system competencies, innovation managers, creativity

The Problem Statement

The world experience of management in the context of integration of the Ukrainian economy into the globalisation space suggests that the success and competitiveness of commercial structures largely depend on the competencies of managers and their ability to form an effective management mechanism aimed at achieving the strategic goals of organisations [1]. The realities of the time require managers

to quickly respond to changes in the macro and microenvironment, skillfully manage human resources, and implement ideas in a new way. Companies need young, creative, resourceful, enterprising people who are able to think creatively (think outside the box; think paradoxically; think with resources; think according to time), and quickly implement new ideas in practice.

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Analysis of Recent Research and Publications

There are a significant number of papers in the field of economics, psychology, and pedagogy that consider the professional qualities of managers, their self-development and competence. In particular, the requirements for managers, their skills and abilities were studied by L.V. Balabanova, O. V. Sardak [1], N.M. Bibik [2], G. Yevtushenko, O. Shevchenko [3], M. Woodcock, D. Francis [4], J. Guilford [5], L.I. Skibitska [6], J. Woike, and S. Hafenbrädl [7], D.B. Bogoyavlenskaya, O.A. Klyueva. [8]. The competitiveness of personnel was studied by V.O. Gerasimova, V.O. Sidorenko [9], O.V. Soroka [10], G. Chaika [11]. Notably, the published studies do not pay enough attention to the qualities and competencies of a competitive manager, which is required by the modern labour market.

Setting the Objectives

The purpose of the study is to structure the competencies and investigate the qualities that determine the competitiveness of the personality of modern managers.

Results and Discussion

The rapid development of scientific and technological progress, an increase in intensive information flows and growing competition have led to the need for managers of a new format – innovative managers. Therefore, considering the specifics of managerial work, the complexity of managerial functions and tasks, modern management theorists from different countries have identified the skills and abilities required for effective management (Table 1).

Table 1. Evolutionary approaches of skills and abilities required in the management process

Skills and abilities required in the management process (according to M. Woodcock and D. Francis)	Skills and abilities required by managers in the management process (innovation managers)
Ability to manage oneself	Innovative thinking
Presence of clear personal values	Problematic vision of the world
Ability to set clear personal goals	Strategic thinking
Ability to constant personal self-development	Attractiveness
Problem-solving skills	Situational thinking
Creativity and ability to innovate	Developed psychological self-regulation
Ability to influence others	Ability to draw correct conclusions in the context of the lack of information
Knowledge of modern management approaches	Ability to delegate not only power and responsibility, but also your authority as a leader
Ability to manage	Adaptability to environmental requirements
Ability to train and develop subordinates	Ability to constant personal self development
Ability to form and develop effective working groups	Ability to train and develop subordinates

Source: developed by the authors based on [1; 4; 10]

The specifics of managerial work require both general competencies and professional ones in a certain field of activity. The general competencies of managers can be grouped as follows:

1. Instrumental competencies covering:
 - ability to consider social phenomena in development and specific operating conditions;
 - ability to work with information, including in global computer networks;
 - knowledge of ethical and legal norms;
 - ability to use regulatory documents in a particular field of activity;
 - professional knowledge of business, professional language and knowledge of foreign languages;
 - ability to manage and use information for professional activities.
2. Interpersonal competencies:
 - ability to take collective actions, to organise interaction in a team;
 - professional communication, ensuring harmonious

and constructive relationships when performing professional tasks to achieve goals;

- ability to work in a multicultural environment to ensure successful communication interaction in international business;
 - ability to criticise and self-criticise.
3. System competencies:
 - ability to work independently and autonomously;
 - ability to act from a position of social responsibility;
 - ability to take a public position and develop leadership skills;
 - ability to learn;
 - ability to adapt to new situations in professional activity;
 - ability to form new ideas (creativity).

Notably, professional competencies are acquired as a result of professional training, constant self-improvement, and work experience in a particular field. The acquired professional experience forms the basis of a competitive personality. The organisation, as an open system, requires a multi-vector approach from managers, since it covers various areas in the management process (Fig. 1).

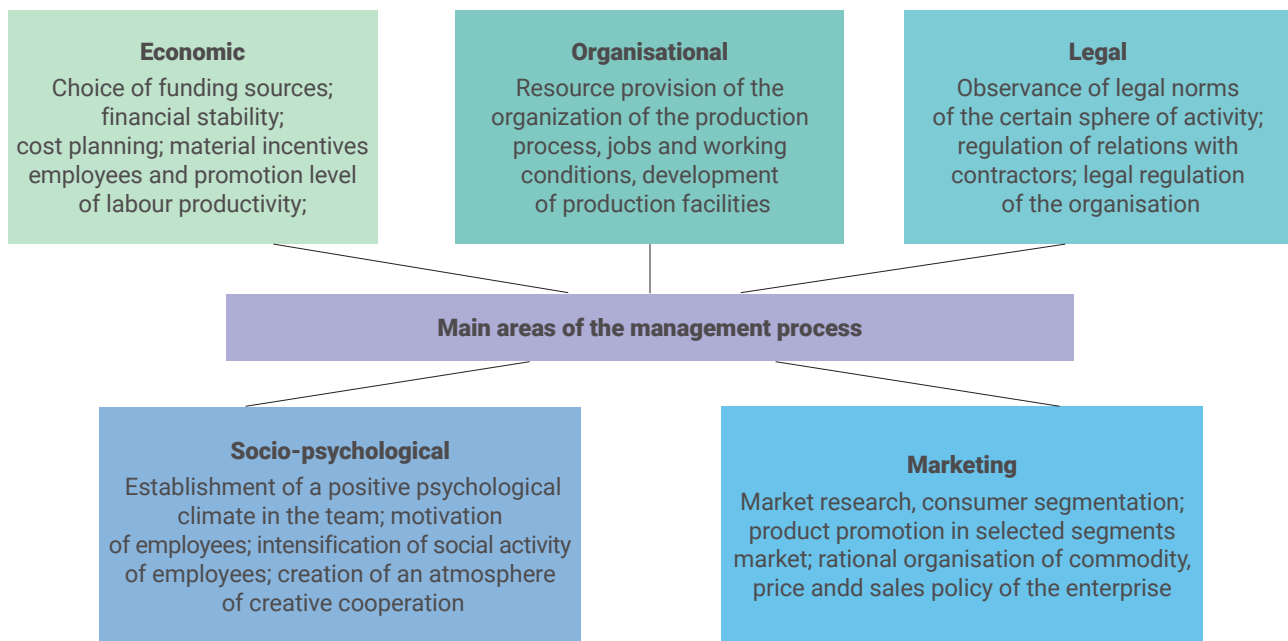


Figure 1. The main areas of the management process in the manager's activity

The ability to adapt to the requirements of the time, the ability to achieve set goals, make informed management decisions, develop intellectual capabilities, apply innovative approaches to solving problems and tasks form the competitiveness of the manager's personality. The study agrees with the statement of M.Y. Variy, that a competitive person is able to quickly and painlessly adapt to constant changes in social conditions, technological progress, and new types of activities and forms of communication, provided that a positive internal psychoenergetic potential and harmony are preserved [12].

In economically developed countries, in particular, in the United States, the competitiveness of managers necessarily covers important components:

- high living standards that are constantly being raised;
- maintaining the position of the leader [12].

In Japanese society, such managers who ensure teamwork and harmony in the team are considered competitive; in which public interests prevail over personal ones. In Western European countries, the competitiveness of managers is based on such qualities as charisma, publicity, and the ability to lead a team [1; 10].

The Ukrainian labour market determines the need for highly qualified specialists of a new formation, managers who have so-called "soft skills":

- time management;
- stress tolerance;
- ability to work in a team [13; 14].

However, when solving practical problems in their work, managers can not always find answers based only on experience. This encourages them to take a creative and intellectual approach to solving production problems. Theorist and practitioner of personality psychology Joy Guilford, along

with the concept of creativity, considers the concept of creativeness. Creativeness implies the emergence of thoughts that have not yet been generated, completely new, innovative solutions that have not been implemented before. A special feature of the creative approach is not only the generation of ideas, but also their implementation to obtain a specific result [15].

From the standpoint of management, creativeness is the ability to create and find new ideas, deviating from the accepted thinking patterns, and successfully solve problems that the enterprise faces in a non-standard way.

A person's creativeness is their ability to:

- find and identify the problem;
- generate a significant number of ideas;
- produce ideas that are not similar to each other (have flexibility of thinking);
- find non-standard solutions;
- find new features and opportunities for its new use in the object [5].

The ability to go beyond the usual characterises the creative activity of managers and provides results in the form of innovations. The creativity of managers, which is associated not only with the production of new ideas, but also as a concrete result of their activities, can now be clearly traced in doing business in different countries and in different fields of activity. The tourism business in Ukraine is developing rapidly, but in the face of fierce competition in the implementation of similar services, it especially needs creative ideas and ideas. Next, the study analyses the dynamics of the tourism business on the example of the city of Lviv. Lviv is a creative city that is interesting due to its versatility, creativity, and dynamic development. During 2019, 2.5 million tourists came to Lviv (Fig. 2).

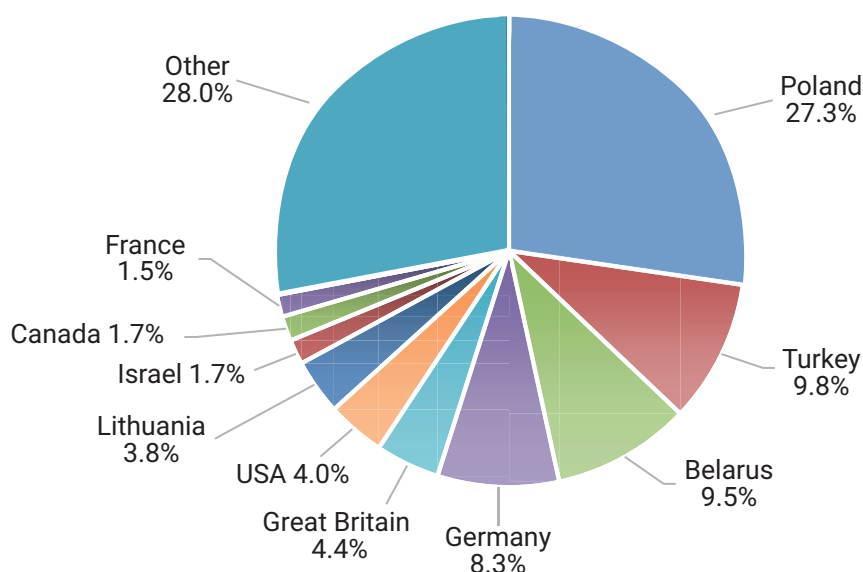


Figure 2. Structure of tourist flows to Lviv in 2019

Source: [11]

Lviv was visited from other cities of Ukraine by 35.7%, which is almost 10% less than in 2018, but the flow of tourists from Poland increased by 2% – 18.3%, from Belarus – 6.6%, from Turkey – 6.2%, from Germany – 5.4%, from the UK – 3%, from Lithuania – 2.7%, from the USA – 2.5%. 1% of tourists from Canada, Israel and

Austria also visited Lviv in 2019 [11]. Creative solutions implemented in the city's tourism business not only contribute to the growth of tourist flows, but also play a significant role in the generation of the local budget. More than UAH 196 million were transferred to the city budget of Lviv in 2019 [15] (Fig. 3).

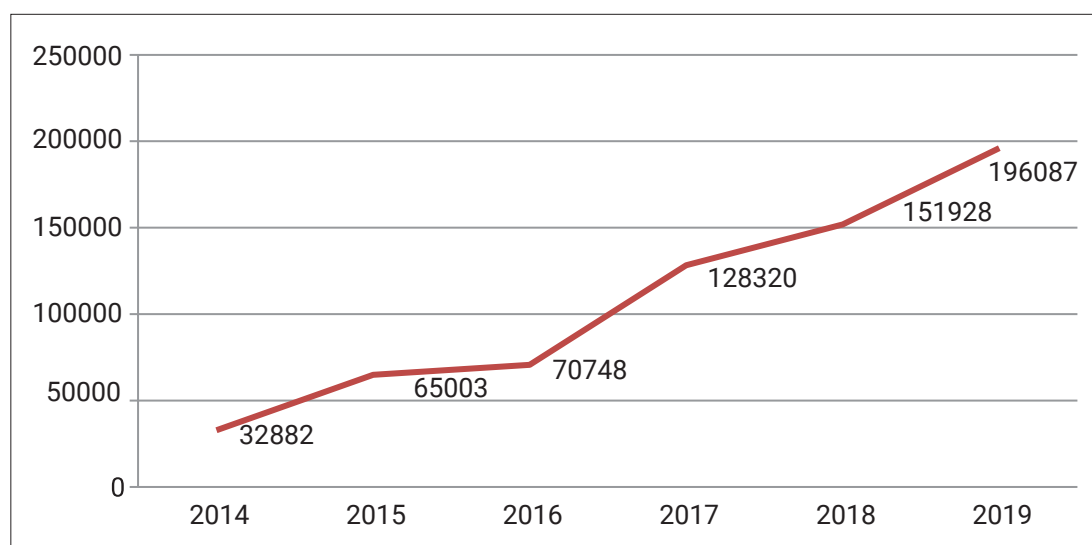


Figure 3. Revenues to the budget of Lviv from tourism in 2014-2019

Source: [11]

Fulfilment of the potential of Lviv through the development of creativity – creating new ideas and knowledge and implementing them, makes Lviv one of the leading European tourist centres. An example of creative, implemented ideas is the Lokal – chain of concept designer restaurants operating in Lviv. Bold projects of managers and their

professional implementation have made the company unique and competitive in the travel services market. Similar innovative solutions are also observed in the development of the hotel industry: creative solutions cover the location of hotels, non-standard architectural construction of hotels, interior design using national motifs, etc.

Conclusions

The competitiveness of Ukrainian managers at this stage of development of economic relations covers innovative skills and abilities, general and professional competencies, time management, stress tolerance and the ability to work in a team. Modern business realities create the need for creative managers who not only produce ideas, but can also implement them in specific projects. Thus, they confirm their own creativity, the competitiveness of the individual and the

competitiveness of the organisation in doing business. Based on the analysis of the dynamics of tourist flow in Lviv for 2019 and its comparison with 2018, a general increase in the number of tourists from other countries was noted, which is conditioned by the adoption of a number of creative decisions in the city's tourism business. Prospective studies in this area require clarification and broader establishment of professional competencies of managers in specific, defined areas of activity.

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Роль конкурентоспроможної особистості менеджера в управлінні

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Анотація. Інтеграція української економіки у світовий, глобалізаційний простір засвідчує потребу у висококваліфікованих управлінцях, які здатні формувати ефективний механізм управління, спрямований на досягнення стратегічних цілей організацій. Для реалізації встановлених цілей, прийняття зважених управлінських рішень і розв'язання різнопланових виробничих завдань, менеджери у своїй роботі керуються не тільки власним досвідом, а й мають постійно продукувати нові інноваційні підходи. Відтак виникає потреба у встановленні та узагальненні необхідних у сучасних реаліях вмінь управлінців, що зумовлені швидким розвитком науково-технічного прогресу, збільшенням інтенсивних інформаційних потоків та зростаючою конкуренцією. Мета цієї статті полягає у визначенні компетентностей, які необхідні менеджерам для управління, а також у виокремленні якостей, що формують конкурентоспроможність сучасного менеджера. У ході дослідження було встановлено, що загальні компетенції управлінців охоплюють інструментальні, міжособистісні та системні компетентності; розглянуто основні напрями процесу управління в діяльності менеджера, серед яких: економічні, організаційні, правові, соціально-психологічні, маркетингові. У науковій роботі проаналізовано еволюційні підходи до навичок і здібностей менеджерів у процесі управління. Встановлено основні складові конкурентоспроможності в Україні, США, країнах Західної Європи та Японії. Проведено аналіз застосованих креативних підходів в управлінні на прикладі туристичного бізнесу міста Львова, які не лише сприяли зростанню потоків туристів, але й відіграють значну роль під час формування місцевого бюджету. Практичне значення отриманих результатів полягає у формуванні необхідних компетентностей та якостей сучасних менеджерів та їх застосування у практиці управління

Ключові слова: інструментальні компетентності, міжособистісні компетентності, системні компетентності, інноваційні менеджери, креативність
