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TRAINING OF MANAGERS (LEADING PERSONNEL) FOR EFFECTIVE MANAGEMENT

Abstract. *The purpose of the article* is to determine the areas of effective training of managers (leading personnel) for effective management.

Results. The article establishes that the choice of candidates for the vacant positions of lower-level managers depends on whether they want to manage, on their mental, analytical abilities, communication skills, and integrity. They must have a desire for leadership. This quality is valued above all in the course of a manager's work with a subordinate who is seeking managerial positions. In the selection of personnel for the positions of lower-level managers may be useful proposed methodology of questionnaires of job seekers. It is underlined that in selecting candidates for the position of manager, the focus should be on the desire to lead. Perhaps a strong desire to lead is the most common condition for successful management. There is a close link between managerial work and a strong desire to achieve goals through the joint efforts of subordinates. Most people aspire to a managerial position because they are attracted by prestige and different privileges. Frequently, they do not realise that management implies responsibilities. Therefore, the choice must be made of people who are able to enjoy achieving the goals. Such individuals will, of course, have the energy and determination needed for a good leader.

Conclusions. It is concluded that the official career advancement programme gives people the opportunity to perceive their work in the organisation as a “number of transfers to different positions, which contributes to the development of both the organisation and the individual”. This is important because research proves that people tend to be quite passive about their careers. They tend to have important decisions about their careers driven by other people rather than their personal interests, needs and goals. According to researchers in this field, the result of career advancement programmes is a greater commitment to the organisation, increased motivation, reduced staff turnover and full use of employees' abilities.

Key words: employee, management, organisation, judgment, decision, managerial position.

1. Introduction

Managers are trained to develop the skills and competencies they need to carry out their work effectively in the future. In practice, systematic training programmes are most often used to prepare managers for promotion. Their successful preparation, as well as training in general, requires careful analysis and planning.

Through performance assessment, the organisation must first determine the abilities of its managers. Then, relying on performance assessment, management should determine what abilities and skills are needed to perform duties in

all line and headquarter positions in the organisation. This allows the organisation to determine which managers are qualified to take up a position and who needs training and retraining. By addressing all these issues, management may develop a training schedule for specific individuals who may be further promoted or reassigned.

Managers are trained mainly to acquire the skills required to achieve the goals of the organisation. From another point of view, it is the need to meet such higher-level needs: professional development, success, testing their

strength. Unfortunately, many organisations do not provide opportunities to address such needs through increased accountability and promotion. According to research, many managers, after completing the course, have noted a large discrepancy between their personal aspirations for growth and promotion and what they have been actually offered. If such hopes are of great importance to a person, he or she will usually quit such job. There is no need to talk about the undesirable turnover of managers due to the high cost of their recruitment and adaptation in the organisation. The replacement of such an employee may cost three months' salary.

If the organisation's successes and failures are due to managerial qualities, then approaches to evaluating managers in the selection process are also needed. It is important to draw the right line between a leader who sees the performance of his or her functions as an end in itself and a leader who bases his or her actions on a deep understanding of human qualities, strives to create conditions, ensuring the existence of a healthy and developmental team. This approach enables to develop a system of value orientations, giving the manager an opportunity to choose the best type of behaviour, to form a strategy for the development of their personal qualities.

These are the generalised provisions of the profiograms of the manager: 1) knowledge of law, economics, psychology; 2) the ability to correctly set the task; 3) the ability to predict action; 4) the ability to build up domestic reserves; 5) intransigence to flaws; 6) the sense of new; 7) coordination of activities; 8) the desire to improve their and subordinate qualifications; 9) scheduling and rhythm of work; 10) objectivity of assessments, ability to analyse; 11) efficiency of decision-making (the ability to make extraordinary decisions); 12) clarity and literacy of thinking; 13) the ability to quickly grasp the essence of the question; 14) ingenuity and intelligence; 15) demanding; 16) command of service etiquette, ethics of behaviour; 17) determination and perseverance; 18) proneness to conflict; 19) a sense of humour; 20) sensitivity, attractiveness; 21) high qualification in the questions most vital to the organisation; 22) initiative; 23) attitude to the organisation; 24) desire and ability to interact with heads of units; 25) attitude to criticism; 26) the image of the manager.

2. Manager evaluation

American management researchers suggest five categories of manager evaluation. The category "A" includes the pursuit of self-learning, self-expression, the ability to work hard, personal responsibility, fairness and integrity.

Category "B" includes organisational skills, administrative abilities, communicativeness, high level of intelligence and physical development. The greatest values of category "C" is high level of professional training, presence of legal education and objectivity. The category "D" refers to the ability to navigate in the field of sales and service, self-esteem. And finally, category "E" includes absolute values: ability to adapt to changes, integrate different points of view.

The choice of candidates for the vacant positions of lower-level managers depends on whether they want to manage, on their mental, analytical abilities, communication skills, integrity. They must have a desire for leadership. This quality is valued above all in the course of a manager's work with a subordinate who is seeking managerial positions. In the selection of personnel for the positions of lower-level managers may be useful proposed methodology of questionnaires of job seekers. The questionnaire is used to assess the managerial capacity of candidates for lower-level managers. The effectiveness of the organisation in the future depends largely on the ability of its managers to attract, select and educate staff with high managerial potential. Once the questionnaire is completed, it becomes an important document, part of the personal history of each employee. Moral reliability of the candidate, his or her integrity and responsibility, high professionalism in the performance of work are the key to the success of any organisation.

In selecting candidates for the position of manager, the focus should be on the following qualities:

Desire to lead. Perhaps a strong desire to lead is the most common condition for successful management. There is a close link between managerial work and a strong desire to achieve goals through the joint efforts of subordinates. Most people aspire to a managerial position because they are attracted by prestige and different privileges. Frequently, they do not realise that management implies responsibilities. Therefore, the choice must be made of people who are able to enjoy achieving the goals. Such individuals will, of course, have the energy and determination needed for a good leader.

Mental abilities. Testing can be used to determine the mental abilities of the candidate. It should be remembered that a test survey cannot definitively determine the level of mental ability. Examination of the personal files of students will allow to determine the necessary information. If there are doubts about the reliability of these documents or if the candidate is not among them, the manager will assess the mental ability of the candidate on the basis of the performance.

Ability for logical analysis. Experience in some countries has shown that one of the factors characterising a candidate's skills is the ability to apply analytical methods to organisational decision-making. Therefore, the best way to evoke the potential of a person in the development of the right organisational decisions is to give the young specialist the opportunity to independently develop a plan to solve any practical problem. For example, experienced managers of Japanese organisations widely use the method of collective preparation of organisational decisions, as they believe that one conscious and corrected error made by the young man in practice, will benefit him/her more than hundreds of lectures during training. Therefore, in Japanese organisations, the development of collective organisational solutions, as a rule, begins with the assignment of a junior new employee of the department to independently prepare a solution to the existing problem. At the same time, the managers of the organisation know alternative solutions. The new employee appeals to experienced employees, tries to get their opinion. Especially he or she listens to those who communicate most with the management of the organisation. In this way, he or she learns to define common opinion and, at the same time, to form its own judgement. It is not the decision itself that matters, but rather how widely people are aware of it and to what extent they are willing to support it. An optimal decision can fail, as well as a bad decision can be made an effective action just because it has the support of the whole team. In the opinion of Japanese managers, it is better to have a solution developed jointly by all employees, rather than what is developed and applied at the management level. It is difficult to find a better leader of this solution than a young worker, because he or she is characterised by a lack of conservatism in the views, the desire to get acquainted with the activities of the organisation and its employees, to identify one's analytical qualities. All this provides the desired result, and of course the autonomy and full trust given to the work by the management and encourage at the earliest stage a high responsibility for action, allow to fully reveal the abilities of the young person to management. In fact, the assessment of his or her qualities is limited to the analysis of results obvious for the whole team. The considered approach to assessment of analytical abilities of candidate for managerial position reveals another important quality, that is, communication skills of the future manager.

Communication skills. Management can judge candidates for positions in the management structure because of their ability to put their ideas on paper, to talk, to participate in

any meeting. Attention should be paid to the ability to choose the words, the logic of thinking, the construction of the phrase, the structure of the sentence, the distribution of the text into paragraphs and the general clarity and confidence of the statement.

Integrity. Managers should be morally reliable and trustworthy. They hold significant power, and it is difficult to establish impartial control over them, all the more so when organisations expand their autonomy. Much also depends on the integrity of managers because they are in fact held personally responsible for actions that may compromise the organisation and the overall system they represent. The integrity of leaders goes beyond what we mean by honesty in monetary and material matters and in the use of time. Nevertheless, the evidence shows that the integrity of some leaders, even within such narrow boundaries, often does not withstand serious criticism. Although it is not easy to assess the integrity of subordinates, close acquaintance with them in the work environment gives the best opportunity for correct assessment. Their time and expense reports, their interaction with colleagues and other businesspeople, their integrity in tasks, their attitudes – all of these serve as a basis for the careful manager to assess the integrity. It is easier for line managers to nominate candidates for future leadership from among their subordinates because they know them well. If managers can objectively assess candidates on the basis of the qualities identified in the above methodology, their judgement is important. Centres for the evaluation of managers could be assigned to the selection of managers. With sufficiently good technical equipment, such centres (laboratories) could be of great assistance.

In order to assess the behaviour of potential managers in typical management situations, a group of candidates participate in organisational decision-making games within 3–5 days, acting as managers of a small organisation, they review incoming papers, containing a variety of issues arising in management practice, discuss ways to address some of the issues that produce short oral reports on any topic, including recommendations to the senior manager, perform a number of other exercises, for example, the written report preparation. Their activity is monitored and evaluated by psychologists and experienced managers, employees of the centre, additionally subjecting them to various psychological tests. In the final stage, observers summarise their impressions of the candidates' activities, compare them with those of other observers, draw conclusions on managerial capacity and compile a final report. The reports are submitted to the managers responsible for the appointment, providing

guidelines for the necessary professional development of senior staff. In some cases, candidates are informed of the results of their assessment, in others – this is done only at their will. The final assessment may not be announced.

Some methods require psychological examination to identify features of a strong manager. This type of examination can be carried out by an analytical or synthetic approach. The analytical approach enables to reveal a combination of qualities (or personal abilities) of the manager responsible for the efficiency of organisational activity. The main problems of the analytical approach are related to the search for methods of their adequate measurement. The analytical approach does consider the integrity of the manager's personality. The presence and degree of development of certain qualities is only one side of the case, and the other is the way of organisation of these qualities in the complete structure of the manager's personality. This way of organisation is studied by a synthetic approach. We focus on the identification of features of a strong leader, based precisely on a synthetic approach, in other words, on the concept of overall ability to organisational activities. Given the psychological content of organisational activity, it is possible to recognise the strong manager on the basis of an analysis of his or her daily activities aimed at revealing the degree of heterogeneity of his or her techniques and methods of management. The higher the degree, the stronger the manager. The consideration of leadership skills that a developed personality reveals enables to concretise the approach. These skills are easier to demonstrate because they are persistent and repeated. Leadership skills can therefore be seen as concrete features of a strong manager. Standard managerial problems can be addressed through certain rules. In contrast, non-standard problems do not have ready-made solutions. The latter relate to management situations that place conflicting demands on the manager. They are difficult to describe in general terms because of their specificity and differences.

Frequently, non-standard managerial problems are caused by conflict situations, such as the allocation of bonuses, leave scheduling, the selection of one candidate from among several possible candidates when dealing with personnel issues, etc. Managers can be sufficiently clearly differentiated by their proneness to conflict. The difference between managers in that regard is primarily one of conflict resolution, not avoidance. Successful conflict resolution depends on the ability to reconcile different, or even mutually exclusive, requirements. The proneness to conflict can therefore be used to judge the managerial ability of a manager. The

general pattern is that the stronger the manager, the less prone to conflict he is.

It has long been confirmed that the manager's activities have an impact on every aspect of his or her life. A manager lives in a person even when he or she is not at work. Managerial activities shape interests, habits, behaviours. Evidently, there is a psychology of the head of a small or large division, the director of the organisation, the chairman of the board, etc. An experienced psychologist can accurately determine even by the manager's appearance, behaviour his or her official status.

It is closely related to the rank and so-called scale of thinking of the manager. A large-scale thinking manager is one who thinks according to the scope of his or her office. One of the main psychological difficulties faced by the promoted manager is to adjust the scale of his or her thinking to the new rank of the post. An effective solution to this difficulty will depend on the level of training of the manager. Therefore, from his or her organisational tendencies one can judge how effectively the previous scale of thinking has been restructured.

One of the important rights granted to a manager is the authority to deal with personnel matters in his or her office. The effectiveness of staff selection and placement is directly dependent on the managerial ability of the manager. In fact, in order to complete an assignment, the manager must consider the diversity of information about the candidate (which may be both positive and negative) and ultimately envisage whether an employee would be weak, medium or strong. There is a kind of law of staffing. It is called the "self-organisation effect" of the management system, according to which a strong manager chooses also strong subordinates, and, conversely, a weak supervisor selects weak subordinates. One should not underestimate the effect of self-organisation, which can lead to both the formation of productive work teams or scientific schools and to the collapse of teams, even with high internal potential, if the head was accompanied by the person not capable enough.

Any structure is conservative because it "protects" itself from large-scale job moves. A strong manager, if for one reason or another he is not able to really replace weak or average subordinates, is on the wrong path of improving the functional placement of personnel. Without making replacements, he or she tries to adjust the forms, methods and techniques of management of subordinates so that the differences in the efficiency of their work would be considered. The scientific management is to significantly improve the performance under the same conditions with the help of the same employees. A capable manager seeks opportunities to address the concerns of his or her office,

a weak manager seeks reasons to justify inaction and lack of initiative. The enthusiasm of the manager can be a key factor, a cornerstone in increasing the productivity of the organisation he leads.

The qualities of a strong manager include the ability to distinguish the main from the secondary, the concentration of power in the decisive areas of the organisation, the strength of will in making complex decisions, the courage to go beyond the established stereotypes, etc. The main thing is that the recognition of strong managers cannot be based on the intuition (or sensation) of those who are in charge of official replacements – it can and should be based on the identification of specific features. The function of “human resources planning” in management includes forecasting the organisation’s prospective staff needs and developing activities that should meet these needs.

Therefore, managers-leaders should meet not only increased, but also specific requirements compared to other employees of the management apparatus.

Therefore, the manager should have known administrative abilities, that is, the ability to force others to perform their tasks. This requires perseverance, firmness of character, energy. It must be proactive, that is, to find new ways of doing things and to have the courage to do so. The manager should have an inclination to systematic planned work, that is, to be able to imagine all the tasks in general, to divide it into components, to draw up a plan for the future. He should never be afraid to take on a difficult task with great responsibility.

3. Methods of training managers

Managers can be trained through lectures, small group discussions, discussion of specific business situations, reading of literature, business games and role training. Variants of these methods are annual courses and seminars on managerial problems. Another common method is rotation in service. By moving a low-level manager from division to division for a period of three months to one year, the organisation introduces him/her to many aspects of the work. As a result, the young manager is aware of the special problems of different divisions, the need for coordination, the informal organisation and the relationship between the goals of different units. Such knowledge is also vital to the success of higher positions but is particularly useful to managers at the lower levels of the management hierarchy.

In the original, management development, that is, the training of managers to improve the work, the occupation of new positions. In addition, in American practice, the term management training, more consistent with advanced training to perform any clearly

defined, specific tasks, which are most often part of the duties within the post.

Japanese organisations rotate much more often than Americans. Professor Ouchi, author of the best-selling *Theory Z*, notes that in Japan, virtually every department has personnel who know people, problems, practical activities of any part of the organisation. When something needs to be coordinated, both sides can understand each other and come to cooperation (Ovsievich, 1979, p. 87). Most importantly, each employee will move from one part of the organisation to another, even in different geographical locations, during the course of his or her work. In addition, in many Japanese organisations, rotation throughout the working life extends to all workers. When people work permanently, in one profession, they tend to form local goals related only to this profession, and not to the future of the entire organisation. They do not have knowledge that would enable them to effectively assist others within the organisation.

Promotion is of importance. Many advisory organisations have developed career advancement programmes, that is, promotion, to improve the training of managers. The concept of career advancement is a formal career advancement programme that helps to disclose all abilities and use them in the best way the organisation believes. Career advancement programmes help organisations to make full use of their employees’ abilities and enable employees to make the most of their abilities.

The formal career advancement programme enables people to perceive their work in the organisation as a “number of transfers to different positions, which contributes to the development of both the organisation and the individual”. They tend to have important decisions about their careers driven by other people rather than their personal interests, needs and goals. According to researchers in this field, the result of career advancement programmes is a greater commitment to the organisation, increased motivation, reduced staff turnover and full use of employees’ abilities.

Many organisations have established management training and career advancement programmes aimed at involving women as a source of leadership. Today, however, women are mainly in middle and lower management positions. Professor Wendell French notes that the main reasons for this disproportionate representation of women among managers are deeply rooted in our culture and expressed in a number of prejudices of male managers towards women (Ovsievich, 1979, p. 90). Such prejudices include, for example: 1) women leave work when they get married; 2) women will not work until they have small children; 3) women

feel uncomfortable among men and men become uncomfortable; 4) women are unreliable workers, they are too emotional and can fall apart in a critical situation; 5) female managers cannot be transferred to another city if their men have a similar or better job.

Most of the statements cited were based on old prejudices and misinformation of men. Recent studies have explicitly rejected them or questioned them. A study conducted among men and women did not prove that there was much disagreement in incentives such as prestige, sense of responsibility, salary, promotion, satisfaction. Another study, involving 1 000 male managers and 1 000 female managers, found that there was no significant difference in management activities. Among the identified differences is that women are more likely to be motivated to work and men are more open and franker with their colleagues (Blake, Mouton, 1990, p. 57).

Some programmes aimed at increasing the proportion of women managers and increasing their effectiveness include: 1) gender-specific behaviour in the workplace; 2) assistance for women in understanding some psychological, social and moral barriers to leadership roles; 3) gender-specific training; 4) training in support networking and leadership development; 5) participation in traditional administrative training programmes for senior management.

Job satisfaction is one of the most important recent developments in the field of human resources management, related to the creation of programmes and methods of promotion.

4. Quality of working life

Quality of working life is defined as the extent to which the personal needs of members are met through their work in the organisation and fair remuneration for it.

Good quality of working life should be characterised by the following principles:

- work should be interesting;
- employees should receive fair remuneration and recognition for their work;
- the workplace should be clean, low noise and well lit;
- management oversight should be minimal, but should be exercised whenever necessary;
- employees should be involved in decision-making that affect them and their work;
- work in friendly environment with colleagues should be guaranteed;
- domestic and medical facilities shall be provided.

These involve the methods we have already considered, including decentralisation of power, participation in leadership, training, management training, career advancement programmes, training of employees in more effective communication in the team. All these actions are aimed at providing employees with additional opportunities to meet their personal needs while increasing the efficiency of the organisation.

5. Conclusions

It is concluded that the official career advancement programme gives people the opportunity to perceive their work in the organisation as a “number of transfers to different positions, which contributes to the development of both the organisation and the individual”. This is important because research proves that people tend to be quite passive about their careers. They tend to have important decisions about their careers driven by other people rather than their personal interests, needs and goals. According to researchers in this field, the result of career advancement programmes is a greater commitment to the organisation, increased motivation, reduced staff turnover and full use of employees' abilities.

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**ПІДГОТОВКА МЕНЕДЖЕРІВ (КЕРІВНИХ КАДРІВ)
ДЛЯ ЕФЕКТИВНОГО УПРАВЛІННЯ**

Анотація. *Метою статті* є визначення напрямів ефективної підготовки менеджерів (керівних кадрів) для ефективного управління.

Результати. У статті з'ясовано, що вибір кандидатів на обіймання вакантних місць менеджерів нижчих ланок залежить від того, чи бажають вони керувати, а також від їхніх розумових, аналітичних здібностей, комунікабельності, чесності. Їм повинно бути притаманне прагнення до лідерства. Ця якість найкраще оцінюється у процесі роботи керівника з підлеглим, який прагне посісти управлінську посаду. У підборі персоналу на посади менеджерів нижчих ланок менеджменту може виявитися корисною запропонована методика анкетування претендентів. Наголошено на тому, що під час відбору кандидатів на посаду керівника необхідно звертати особливу увагу на бажання керувати. Можливо, сильне бажання керувати – найбільш поширена умова успішного виконання управлінських функцій. Є тісний зв'язок між управлінською роботою та наявністю сильного бажання досягти мети завдяки об'єднаним зусиллям підлеглих. Більшість людей прагне посісти управлінську посаду, оскільки їх приваблює престижне становище та різні привілеї. Часто вони не уявляють, що в управлінській роботі є ще й обов'язки. Тому вибір повинен здійснюватися з-поміж тих людей, які спроможні отримати задоволення від досягнення поставлених цілей. Такі особи, звісно, будуть володіти енергією та рішучістю, важливими для хорошого керівника.

Висновки. Зроблено висновок, що офіційна програма керування просуванням по службі дає людям можливість сприймати їхню роботу в організації як «низку переміщень на різні посади, що сприяє розвитку як організації, так і особистості». Це має ключове значення, оскільки дослідження доводить, що люди зазвичай ставляться до своєї кар'єри досить пасивно. Вони схильні до того, щоб важливі рішення про їхню кар'єру були ініційовані іншими людьми, а не їхніми особистими інтересами, потребами та цілями. На думку дослідників, які працюють у цій галузі, результатом програм просування по службі є більша відданість інтересам організації, підвищення мотивації, зменшення плинності кадрів та повне використання здібностей працівників.

Ключові слова: працівник, керівництво, організація, судження, рішення, управлінська посада.

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