

## **SELF-MANAGEMENT AS THE MAIN COMPETENCE OF THE MODERN MANAGER**

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**Introduction.** Every year the requirements for managers increase as approaches of doing business, organizing business processes, managing teams change, which in turn leads to a shift in work emphasis. Each manager adapting to new conditions, to changes in the external and internal environment goes through a difficult process of breaking old rules of work processes organization to the new ones. Especially now because of the Covid-19 pandemic, which has caused not only the transition of business to an online format, difficulties of organizing and managing work process, breaking channels of communication with customers but also development of new competencies by managers.

In particular, the requirement of time was accelerated digitalization of the enterprise, employees transfer to remote work, definition of new guidelines for communication with customers, suppliers, partners and more. All this requires managers to build a new strategy, formation of key tasks and areas in accordance with the enterprise needs, which will allow business to continue to be successful, gain new competitive advantages.

Of course, in such a rapidly changing environment, when managers are required to create new innovative ideas, adapt to quarantine, form new habits of their own work and team, the level of stress increases exponentially. Managers spend a lot of their time learning new skills, forming a new strategy that affects their moral and physical health. Due to stress and tension, the quality of the manager's work suffers, which affects not only the work of his team, but also in general on personal life.

**The purpose of this article.** In such conditions actuality of the use of self-management methods increases. They will allow managers to effectively use their own resources and time. Find an opportunity to form a quality work process, as well as not forget about other areas of life, reducing stress and tension, as well as preventing burnout in the workplace.

The aim of the article is to determine methods of self-management that will allow future and already qualified managers to learn the key principles of self-management and effectively implement them in their own lives.

**Main material of the research.** Unfortunately, there is no study in Ukraine about level of stress in employees, managers, but we can pay attention to the data available to American researchers. In 2020, they conducted a survey on the level of stress among workers, which showed that 83% of US workers suffer from work-related stress. US businesses lose up to \$300 billion yearly as a result of workplace stress. Stress causes around one million workers to miss work every day. Only 43% of US employees think their employers care about their work-life balance. Depression leads to \$51 billion in costs due to absenteeism and \$26 billion in treatment costs. Work-related stress causes 120,000 deaths and results in \$190 billion in healthcare costs yearly [1].

That is, companies due to high levels of stress not only lose highly qualified personnel, but also have huge financial losses. Not surprisingly, self-management began its active development in the United States of America. Due to high tensions in the workplace, managers gradually begin to lose interest in work, their productivity decreases, there are disruptions and number of conflict situations increases. And also taking into account the COVID-19 pandemic, managers must quickly adapt to new changes, implement them in business processes and become more stress-resistant.

Of course, foundations of self-management were defined and developed by famous managers in the 19th century. However, they were part of the general theory of management and focused on improving the work of personnel.

Thus, founder of scientific management, American engineer Frederick Winslow Taylor [2] in his concept of management focused on the organization of labor, because he developed them for workers in heavy manual labor.

Frederick Winslow Taylor believed that every worker should receive such a volume of work that he can perform well, without much effort, while developing the highest productivity. In addition, one of the most important principles formulated by F. Taylor is the principle of continuous development, according to which all employees must constantly improve their skills, and companies must provide their education and development.

The most important contribution of F. Taylor is the introduction into the practice of management scientific standardization of labor and timing. Dividing labor operations into separate techniques, he divided them into rational and irrational, determined the duration of each reception and thus set the rate of time to perform the operation as a whole.

Henry Gantt [3] believed that the basis of productive work is availability of appropriate work skills. Therefore, in his concept, he focused on training staff in the necessary techniques in order to reduce unproductive time.

Frank Gilbreth and Lillian Gilbreth [4] dealt with the rationalization of labor processes based on micronutrient rationing. With the help of a film camera and a microchronometer, they were able to identify and describe basic movements of the bricklayer's hand, which then became the basis of the method of studying the working time cost. According to the results of their research and development, timing has acquired the form in which it is still very often used in the practice of modern self-management to increase the efficiency of the working day.

In accordance with the changing times, development of science and technology, approaches to self-management are changing. It stands out in the new science, which is increasingly attracting attention of managers and scientists, because of various financial crises, increasing requirements for managers, growing the number of small and medium enterprises, increasing the role of corporations, requires management to quickly adapt to new demands and ensure effective business development.

The key reasons that gave impetus to the development of the self-management concept is growth of competition in the labor market. Every year numerous managers and other specialists are graduated from Universities, and requirements for the competencies of the candidates who will get the job are growing accordingly. The manager must learn not only Hard skills, but also Soft skills, know languages, constantly learn, develop, form new creative ideas to improve business processes in the enterprise.

Another reason for the growing focus on self-management is the increase in the number of stressful situations, uncertainty in the future, growing number of risks and threats that affect business. The manager is now required to develop an algorithm for effective coping with stress and tension. Because nervous breakdowns that can occur in this case usually affect physical health, and therefore are the most critical.

And of course, the next reason was understanding by entrepreneurs' importance of realizing the employee's creative potential. An employee who has creative ideas, works honestly, constantly learns and educates his subordinates, becomes a powerful competitive advantage of the enterprise. Preservation and development of this potential, including by the employees themselves, is one of the most important conditions for forming their own business career, as well as ensuring efficiency of work for the whole enterprise.

The following concepts of self-management focused on different approaches and methods of effective use of own resources. Thus, in the concept of Lothar Seiwert [5] self-management was considered from the standpoint of effective use of their own time, in the concept of M. Woodcock and D. Francis [6] self-management involves overcoming their own limitations, in the concept of V.A. Andreeva [7] – self-management described from standpoint of creative personality self-development. A.T. Khrolenko considers self-management from the standpoint of improving personal culture of business life, and the concept of Berbel and Heinz Schwalbe [8] is focused on achieving personal business success.

We agree with most approaches and concepts, but today self-management should be considered as effective management of own resources, as well as the environment in order to achieve their own life goals through self-knowledge, self-development and self-regulation.

In order to effectively allocate their own resources to achieve personal goals, it is necessary to apply time management techniques, which are as follows:

1) define goals: short-term, medium-term and long-term (they must be specific, achievable, with a definition of time, as well as to meet manager needs);

2) identify their own strengths and weaknesses (it is worth paying attention to the abilities and skills that help to achieve goals and success, and which restrain);

3) to determine priorities (in accordance with the set goals, and they can be both personal and professional, to rank them from the most important to least important);

4) plan each day to determine the time for work, self-development, leisure, family, hobbies, etc. (each area of life should have its own time interval. You cannot allocate all the time for one area, but allotted time for each area and they can be different);

5) allocate a quiet hour for the formation of a plan for the next day, with definition of tasks and plans that have been implemented and which have not (identify the reasons for non-implementation and postpone them to the next day);

6) reserve time for unforeseen situations;

7) identify time wasters and try to overcome bad habits;

8) accustom yourself to get up one hour earlier than usual (dedicate this hour to meditation, sports, self-development, etc.).

Of course, it will be difficult for a person who has never planned his own time and is not used to working and resting “on schedule” for the first time to reorient his life in a new way. The main thing is that the use of different methods of self-management does not occur during critical work moments. Because it takes time to develop good habits, a person adapts to new conditions, which is always accompanied by stress.

Therefore, it is usually necessary to start applying self-management methods, when the manager in a quiet working mode, has time to readjust their own activities. First of all, to determine what will be optimal for each manager, you should use the technique of self-knowledge.

Self-knowledge of a person is a person’s self-assessment, the ability to look at himself objectively and determine his own aspects, which ensures success and effectiveness of self-realization.

Self-knowledge provides a manager with the opportunity to improve, identify potential opportunities and their own strength to achieve the highest level of development.

The process of self-knowledge is quite long (it can occur throughout a person’s life), but the use of methods and techniques of self-knowledge gives positive results and changes in life (Figure 1).

However, not every manager will be able to analyze himself objectively. In the process of self-knowledge there may be various deviations that will not be perceived by a person with enthusiasm. It is easiest for any person to remain himself, to live by the principle “perceive me as I am”. But if you are not satisfied with your own life, do not get a result that would satisfy you, do not have enough time to implement plans, then it is worth thinking about whether it is better to stay the same to face the “same rake”, or start to develop to achieve new results.

The next important component of self-management is self-development. A manager who wants to achieve rapid career growth, have respect among others, implement their own plans and achieve their goals must understand the importance of personal self-development.

It is necessary to apply the following methods that will allow manager to achieve self-development of personality:

allocating time for reflection;

fixing a specific time each day to gain new knowledge;

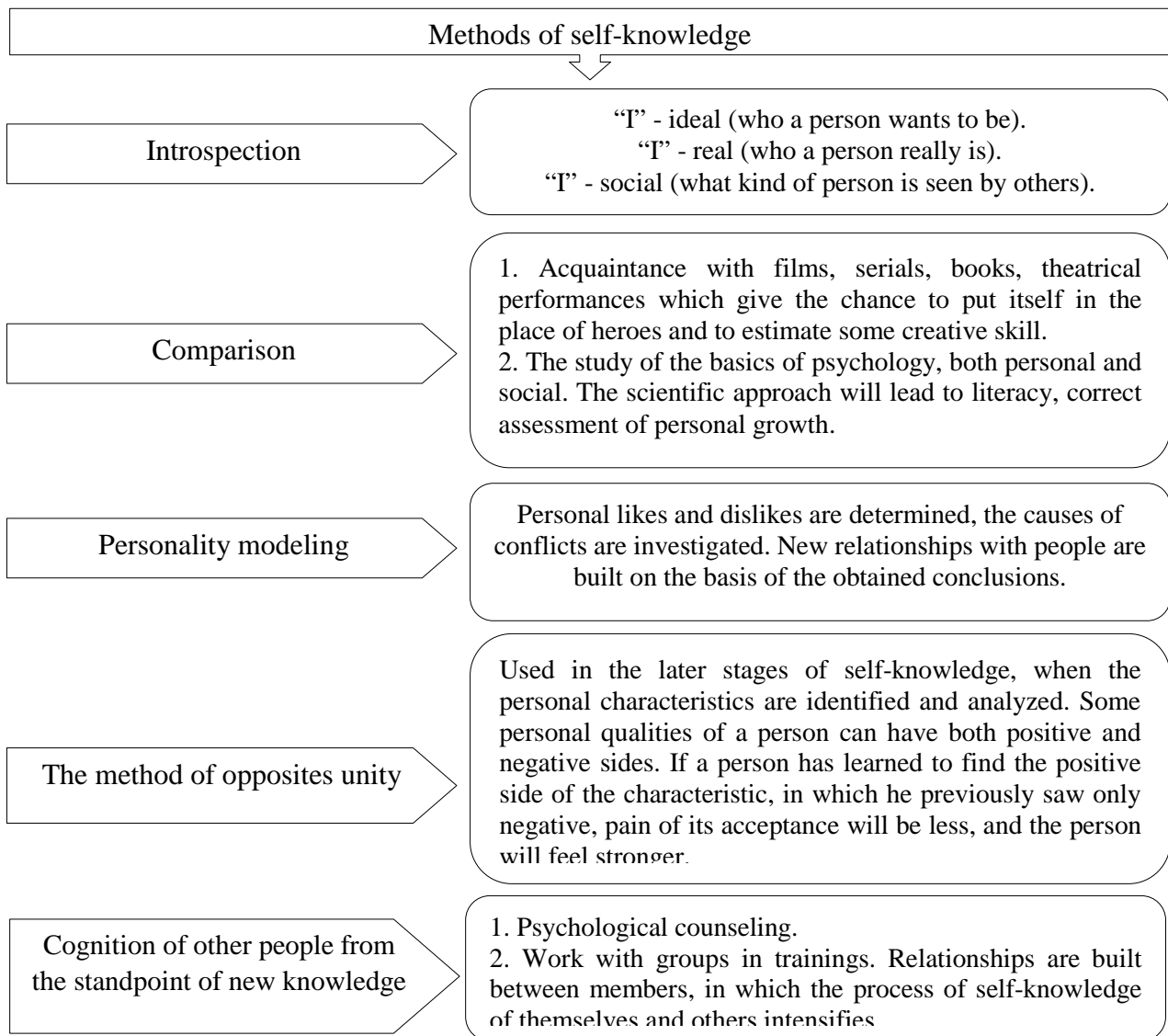
vacation;

knowledge of their desires;

physical activity;

application of the ABC method (ordering of tasks according to their significance and orientation of work results to achieve the greatest effect).

The important thing is remembered that self-development should be step-by-step. In some cases, it is best to focus on just one area in the first place. This way, you will not be overwhelmed, and will be able to focus all resources on a successful change in one area of life. If you manage to change one area of your life, then you will gain the necessary confidence to change other areas.



**Fig. 1. The process of self-knowledge manager of their own capabilities**

Self-regulation of one’s own activity is also important (Figure 2). It occupies a key place in the concept of self-management, because human resources are not limitless. A person cannot work without rest 24/7, because such overload leads to stress and tension, which in turn affect both the working situation and personal relationships.

Depending on the activity, manager can use the following methods of self-regulation:

- meditation;
- yoga;
- self-training;
- relaxation;
- visualization of the resource state;
- a walk in the fresh air, etc.

The above methods of self-regulation are used to eliminate stress, increase resource mobilization, reduce the possibility of apathetic moods and more.

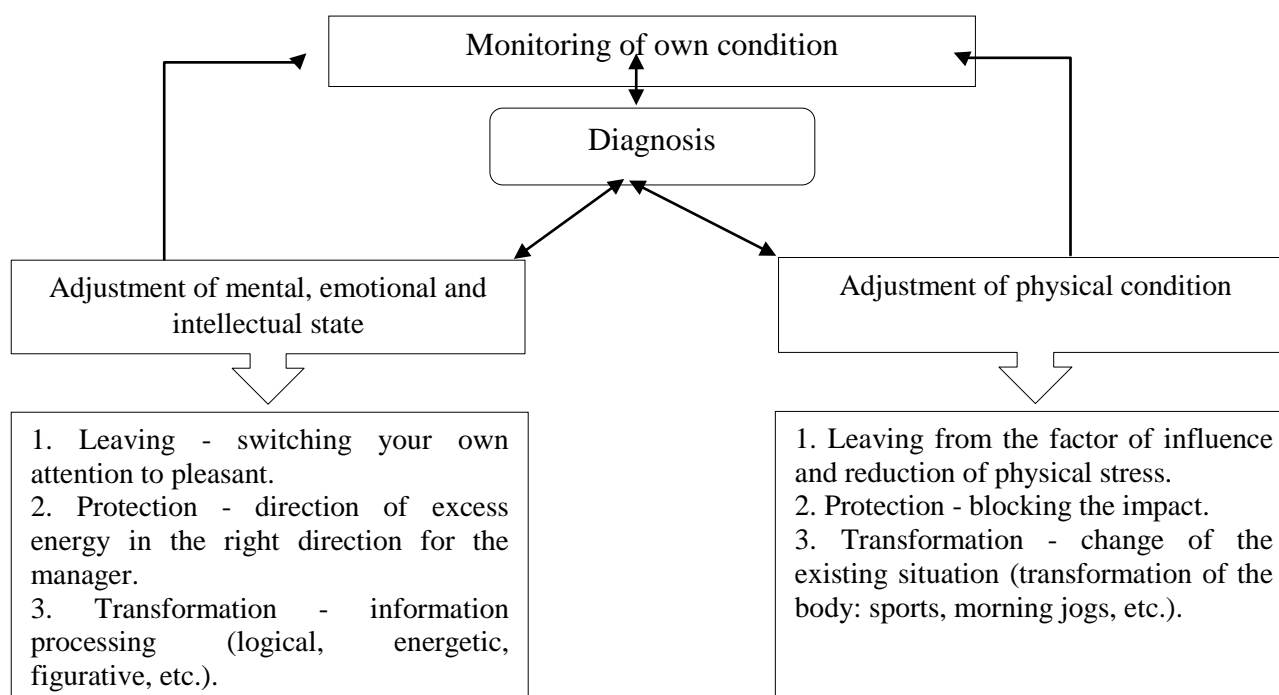


Fig. 2. Self-regulation in the manager activities

**Conclusion.** Therefore, due to the rapid changes that taking place in the internal and external environment of the enterprise, increasing uncertainty and negative impact of risks and threats, management should pay attention not only to the enterprise development and maintaining its viability, but also not forget about their own emotional, physical, intellectual state. Every manager is faced with various tasks on a daily basis, communicates with a huge number of people, makes difficult decisions on which the fate of the company and personnel depends.

All this creates stress, tension, depression and other negative states that can affect a manager's work, as well as his life in general. That is why, in order to prevent the emergence of these negative states, to help in the correct perception of stressful situations and situations of high uncertainty, managers should use methods of self-management. They allow identifying top priorities, identify and rank tasks for their importance, define the right boundaries of delegation, and find the right life balance between work and personal life.

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**Чайкіна Аліна Олександрівна**, кандидат економічних наук. Національний університет «Полтавська політехніка імені Юрія Кондратюка». **Самоменеджмент як основна компетенція сучасного менеджера**. Проаналізовано існуючі концептуальні підходи до визначення поняття «самоменеджмент». Виявлено, що кожний підхід базується на окремих методах і принципах менеджменту, має свої переваги та недоліки. Запропоновано авторський підхід до розуміння самоменеджменту, що дозволило виявити найбільш актуальні методи та техніки, які варто застосовувати менеджерам під час їхньої роботи в умовах, коли від них вимагають креативних ідей, упровадження інновацій, адаптації до карантину, формування нових звичок власної роботи й колективу. При цьому менеджери витрачають величезну кількість власного часу на засвоєння нових знань, формування нової стратегії, що впливає на їхнє моральне та фізичне здоров'я. Через стрес і напруження якість роботи менеджера страждає, що впливає не тільки на роботу його колективу, але й загалом на особисте життя. Доведено, що ефективне управління власними ресурсами, а також оточуючим середовищем має відбуватися через самопізнання, саморозвиток та саморегуляцію. Визначено, що самопізнання забезпечує менеджеру можливість вдосконалюватися, виявляти потенційні можливості, щоб досягати найвищого рівня професійного та особистісного розвитку. Запропоновано методи саморозвитку для менеджерів, які хочуть досягнути стрімкого кар'єрного зростання, мати повагу серед інших, реалізувати власні плани та досягнути поставлених цілей. Доведено важливість саморегуляції для сучасного менеджера, а також визначено методи саморегуляції, котрі варто застосовувати з метою усунення стресових станів, зменшення ступеня емоційної напруги, підсилення мобілізації ресурсів, зниження можливості появи апатичних настроїв тощо.

**Ключові слова:** самоменеджмент, ризики підприємницької діяльності, стрес, напруження, самопізнання, саморегуляція, саморозвиток.

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**Chaikina Alina**, PhD (Economics), Associate Professor. National University "Yuri Kondratyuk Poltava Polytechnic". **Self-management as the main competence of the modern manager**. The article was analyzed the existing conceptual approaches to the definition of "self-management". It was found that each approach is based on separate methods and principles of management, has its advantages and disadvantages. The author's approach to understanding self-management was offered, which allowed identifying the most relevant methods and techniques that should be used by managers in their work in conditions when managers are required to create creative ideas, innovate, adapt to quarantine, form new habits of their work and the team as well. Methods of self-development were offered for managers who want to achieve rapid career growth, have respect among others, implement their own plans and achieve their goals. The importance of self-regulation for a modern manager was proved, as well as methods of self-regulation that should be used to eliminate tension, reduce emotional stress, increase resource mobilization, reduce the possibility of apathetic moods and more.

**Keywords:** self-management, business risks, stress, tension, self-knowledge, self-regulation, self-development.