

Identification of Managerial Competencies in Enterprise Management in A Post Covid Economic Situation, Based on The Example of Enterprises in The Pomeranian Voivodship*

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Abstract

An efficient and practical manager in the postcovid reality should have general personality competencies, which mainly include responsibility for decisions and actions and openness to communication. The ability to respond to changes in the environment. Awareness of the direction of the organization and the actions of the manager himself and his team. Consistency in action. Assertiveness and ability to work in a team. Openness to new experiences and readiness to make independent, and often bold and crucial, decisions for the organization. A modern manager operating in the postcovid economic reality, is a representative of a new system in the market economy, which should inspire and create new rules and solutions. He is required to actively participate in the joint implementation of the mission of the enterprise. A manager is a person responsible for directing all activities of the company aimed at achieving the set goals. However, the manager should put not only the development of the organization, but also his employees, who form the capital of the company. The qualities of a good manager are also related to his style of being and behaving towards the company and its employees. Based on knowledge and experience, as well as intuition, a manager should anticipate the consequences of his decisions and his actions. This ability results in faster development and improvement of all levels of the organization.

Keywords: managerialism, enterprise, management, competence

Introduction

This article in its assumption is an attempt to identify the competencies that a good manager should have in the context of managing a team in the postcovidova - multi-crisis economic space, where remote work is one of the forms of work organization, increasingly used in practice due to cost rationalization, which forces a revision of the approach to modern managerialism. Modern leader-manager, who is expected not only to skillfully lead a team, but also to accurately and effectively guess and anticipate events that may potentially occur in the economic space of the closer and further environment, that is, all that determines the success of the company, and thus the success of the team efficiently led by its manager. The set of managerial competencies, is a voucher for the efficiency of the company. The purpose of the article is to identify key organizational-psychological managerial competencies and their practical role as they play in modern management concepts in postcovidova reality, where remote work is often used as a form of work organization. The study used a diagnostic survey method, with a survey technique and a research tool - a survey questionnaire, addressed to 260 respondents. The

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survey was conducted between October and December 2024. The subjects of the survey were employees working in enterprises in various industries with more than 60 employees. In order to identify the issue in more depth, the article additionally used research methods consisting of both descriptive and comparative analysis of reports, literature on the subject, and conducted interviews.

The role of a manager in an enterprise

The term manager refers to people who perform various functions and occupy various positions, related to the management of the whole enterprise or organization or only a part of it. According to the Dictionary of Foreign Words, the term manager derives from the English language, and its Polish equivalent is the word manager, which describes a person who manages an enterprise or part of it ¹. The basic tasks of a manager include carrying out the management process, that is, among other things, making decisions, planning and organizing².

A similar take on the subject can be found in the publication of Anna Tomaszuk, who points out that the term: manager is used in a broad sense both in colloquial speech and in the literature on the subject, whereby this name can be used to describe any person who manages an enterprise or part of it, regardless of what place he holds in the hierarchy of the organization³. Thus, the term can be used to refer to any person who manages an organization and its separate part or unit - from the director of a company to the manager of a department, i.e. a person employed in a managerial position who has the knowledge, education and skills necessary to manage organizations and human resources in a situation of constant change in the environment⁴. Today, most organizations are led by managers. The position of manager arose from the need to separate ownership from management. This is the result of the owner of the organization delegating the tasks of improving the functioning and running of the company to a person professionally prepared to perform managerial functions ⁵. According to Peter Drucker, a manager can be called any white-collar worker who is appointed as a superior - "foremen, for example, who constitute a kind of supervisory body, are managers because they manage an organization or a distinguished organizational unit within it"⁶. This take shows that the term: manager refers not only to high positions in the organization's hierarchy, such as director or president, but also to people who manage smaller teams, such as foremen. This is also pointed out by Piotr Bartkowiak and Przemysław Niewiadomski. The authors state that "managers have come to be known as people who have a social mandate or are empowered by the owners of an organization to manage its activities on a day-to-day basis. Colloquially, however, the term manager is used both to refer to hired employees in managerial positions, as well as to the owner of the organization directly involved in its management, especially in the case of state-owned companies or smaller business entities"⁷.

Katarzyna Walicka -Chowaniec a manager is defined as a person who is appointed by the owners of a company to manage the company's resources and activities on a day-to-day basis⁸. According to A. Tomaszuk, on the other hand, the essence of a manager's work is the effectiveness of his actions and the possibility of being the chairman of other employees and the fact of being the superior of other employees ⁹. The definitions cited above all emphasize substantive knowledge and characterological, personality aspects that a person in a position related to managing people should possess. It is worth noting that in the American literature, a manager is called only people who occupy the highest positions in the hierarchy of the company. Someone else is a manager

¹ Dictionary of Foreign Words, Państwowe Wydawnictwo Naukowe, Warsaw 1995, p. 708..

² Manager, [in:] Wikipedia, WWW: <http://pl.wikipedia.org/wiki/Mened%C5%BCer> [accessed 04.01.2025].

³ A. Tomaszuk, The silhouette of a manager in the light of management theory and own research on the example of managers of the construction sector of the Podlaskie province, "Economics and Management" 2013, No. 4, p. 68.

⁴ P. Bartkowiak, P. Niewiadomski, Manager vs. manager in an organization, "Zeszyty Naukowe Uniwersytetu Szczecińskiego. Finance, Markets, Insurance" 2011, no. 48, p. 26..

⁵ P. Bartkowiak, P. Niewiadomski, Manager vs. manager in an organization, "Zeszyty Naukowe Uniwersytetu Szczecińskiego. Finance, Markets, Insurance" 2011, no. 48, p. 26..

⁶ P. F. Drucker, Practice of Management, Modernity, Krakow 1994, p. 18..

⁷ P. Bartkowiak, P. Niewiadomski, op. cit., s. 26.

⁸ K. Walicka -Chowaniec, The role of the modern manager and his new concepts in human resource management, "Logistics" 2012, No. 5, p. 201. ⁹ A. Tomaszuk, op. cit., s. 69.

(supervisor), who manages a particular team, which is part of the organization. In the Polish-language literature, the terms manager and supervisor are often used interchangeably as synonymous terms⁹.

Features of a good manager

Economic changes and numerous crises in the postcovid reality, give momentum to modernity and put pressure on the need not so much for good managers, but effective ones. It is they who, by innovating, give resources new opportunities and create purchasing power, which is the greatest resource in the economy¹⁰. Thus, a modern manager is one who contributes to the development of the organization and effectively carries out the tasks assigned to him to achieve the desired goal, while effectively motivating employees to achieve the set goals of the company. Each of the qualities of competence that a good manager possesses cannot function separately, all the qualities must form a unity and become part of the manager's personality, with each manager having to be himself, he cannot pretend to be someone he is not, because any perceived falsity causes a loss of credibility. A manager should be aware of his advantages and strengths, but at the same time his weaknesses and imperfections. A good manager is one who does not abuse his power over his subordinates, gives them respect, understanding and trust. A good one is one who motivates action and self-education, who is not afraid of the changes taking place in the era of global acceleration in every area of life. It is one who cares about the flow of information between himself and his co-workers, good and trouble-free communication and about the satisfaction of his employees with their work and its fruits. It is very important to have the right competence to manage the company and its resources. Thus, the tasks of a manager are related to both the proper deployment of forces and resources in the organization, as well as maintaining the right atmosphere and resolving disputes and conflicts.

Organizational-psychological characteristics of a manager's competence

Recent scientific theories on management emphasize that one of the most important qualities that characterize a good manager is leadership. American researchers attribute it before all to leaders, whom they describe as people with passion¹¹. "I haven't heard of any case study of an organization that emerged out of crisis thanks to managerialism - it is always due to good leadership,¹²" writes Simon Sinek. This description is in line with many studies in the field of effective team management. The authors of *The Manager's Handbook* emphasize that the idea of leadership is, so to speak, at a higher level than "management" itself. In doing so, they point out that the true essence of leadership comes not from the mere fact of holding a management position, but from interpersonal relationships, and requires a certain "set of innate qualities," which include intelligence, confidence, vision, eloquence and a combination of courage, charisma and decisiveness. Individuals possessing these qualities are commonly thought of as "born leaders." However, the authors point out that these competencies can be acquired and developed through managerial experience¹³. Similarly, an effective manager is also characterized by J. Collins, who in his research, conducted between 1965 and 1995, analyzed 1,435 American companies and on this basis classified the qualities of the most outstanding managers, i.e. those who are able to achieve the highest profits. The author divided them into five degrees of "excellence."

Degree 5 Leader - leads the company to excellence, understood as achieving long-term success; his character is a paradoxical combination of personal modesty and humility with professional courage and orientation to the highest possible results.

Degree 4. Effective leader - demonstrates energetic action toward the realization of his ambitious vision of the future, which is so unusual that commitment to others arises, as it were, naturally; in this way, the manager mobilizes the team to work as efficiently as possible. Degree 3. Competent manager - is characterized by the ability to effectively organize people and the resources at his disposal, so he effectively achieves the set goals.

Degree 2. Valuable team member - works effectively with others, so that he effectively contributes to the achievement of the set goals.

⁹ Little encyclopedia of economics, Państwowe Wydawnictwo Ekonomiczne, Warsaw 1974..

¹⁰ K. Walicka-Chowaniec, op. cit., s. 201

¹¹ Cf. *Manager's Handbook*..., op. cit. p. 21.

¹² S. Sinek, *Leaders eat at the end. Why some teams can work well together and others can't*, Helion Publishing, Gliwice 2015, p. 7.

¹³ *Manager's Handbook*..., op. cit. pp. 20-21.

Degree 1 Very good employee - properly contributes to the effective implementation of team tasks due to his talents, knowledge, skills and way of working that guarantees the achievement of good results¹⁴.

Within the framework of the distinctive traits of the "fifth-level manager," Collins distinguished the characteristic behaviors that make up each trait. Modesty includes the following repertoire of behaviors:

- extraordinary composure, avoiding fame manifested by widespread publicity and signs of one's professional position;
- calmness and determination in pursuit of goals, motivating the team through ambitious goals;
- ties his ambitions to the organization, so he seeks his own successor, who will show greater efficiency in action;
- takes responsibility for failure and never explains it by the actions of other people, external factors or coincidences of unfavorable circumstances¹⁵.

The will to professional achievement combined with professional courage, in turn, include such behaviors as:

- achieves outstanding results and is a key factor in transforming a good organization into an excellent one;
- is not discouraged by any difficulties, and is focused on achieving excellent long-term results;
- introduces the standards of an excellent organization and does not allow them to be lowered;
- attributes achieved success not to himself, but to teamwork, favorable external factors or luck¹⁷.

Bogusław Kaczmarek, summarizing the research of J. Collins, states that the best managers "are characterized [...] by courage, a will for extraordinary achievements and a desire to fulfill their duties - with little thought for personal interests. They avoid publicity and status signs, take responsibility for poor results and never blame other people, external factors or unlucky coincidence. They also do not attribute success to themselves, but to other people, external factors or luck"¹⁶. He proposes an allegorical division of managers into two groups - those set on the "red light" and those set on the "green light." The group oriented to the "red light" anticipates threats and tries to counteract them, in case of difficulties these managers are characterized by rather conservative actions: "they cut costs, get rid of certain areas of business, reduce employment, refrain from investment, and do not inspire employees to entrepreneurship"¹⁷. The group of green-light-oriented managers, on the other hand, focuses on positive vision, resulting in the setting of strategic goals and active methods of directing and motivating people. Managers of this type are characterized by flexible behavior and analyzing the current situation of the company through the prism of perspectives, so that "instead of exposing themselves to bad economic conditions and overcoming difficulties ("red light"), they look for a new way to manage people and acquire new skills; they take new initiatives; they do not succumb to either excessive optimism or pessimism"¹⁸. In management, they are guided by the principle of common sense and respond to a given situation in an appropriate manner, relying on their analytical intelligence, imagination and strategic thinking. The characteristics of effective managers, mentioned in the literature, are close to the idea of leadership, which was written about at the beginning of this subsection. Zbigniew Piskorz distinguished "leadership-supporting traits," which he divided into two categories - distal and proximal. Distal traits are "relatively stable temporally and situational"¹⁹, the author includes the following: personality, -includes emotional stability, resistance to stress, extroversion, openness to change and new experiences, agreeableness, conscientiousness (task-oriented),

¹⁴ J. Collins, Leadership of the fifth degree, a triumph of humility and determination, "Harvard Business Review Poland" 2003, no. 8, p. 71..

¹⁵ Ibid, Cechy..., dz. cyt., s.

12. ¹⁷ Ibid.

¹⁶ B. Kaczmarek, Challenges for modern enterprises and managers - outline of issues, "Prace Naukowe Uniwersytetu Ekonomicznego we Wrocławiu". 2014, No. 340 "New directions in enterprise management - leading orientations", scientific editors J. Lichtarski, S. Nowosielski, G. Osbert-Pociecha, E. Tabaszewska-Zajbert, p. 708.

¹⁷ B. Kaczmarek, op.cit., pp. 709.

¹⁸ Op.cit

¹⁹ Z. Piskorz, Leadership: do traits matter?, [in:] Competencies and the success of organizational management, ed. S.A. Witkowski, T. Listwan, Difin, Warsaw 2008, p. 168. ²² Ibid., pp. 168-170.

dominance, focus on influencing and controlling employees, the need for achievement, a sense of effectiveness in leading people, cognitive ability, intelligence, creativity, innovative visions and implementation of new ideas in the organization²². Proximal traits Z. Piskorz considers an important determinant of the success of an enterprise - "the category of proximal traits that are the interaction of basic traits with the situation can be the basis for determining the direction of training and development of different types of skills of organizational managers. The level of problem-solving, social and emotional skills of managers directly affects the course of the management process and its results"²⁰. As proximate traits, the author indicates: problem-solving skills, social skills, social intelligence, emotional intelligence, - monitoring styles²¹.

When analyzing the psychological qualities of a manager that affect effective management, it is also worth looking at those qualities of a manager that inspire the greatest trust in employees. This is an important category, since trust in the supervisor significantly influences the involvement of subordinates in the assigned activities, and thus translates into the effective realization by the organization of the set goals. The findings of researchers on the psychological traits in a manager that positively affect the management process allow us to conclude that for effective leadership of a team in the present era are important, first of all, the categories characteristic of communitarianism, defined in the literature as "focus on other people and related relationships"²². The characteristics of community orientation were singled out by Joanna Zinzuk-Zielazna and Anna Słysz, arguing that "communality (communion) - orientation to others, focusing on interpersonal contacts and striving for inclusion in the community and remaining a member of that community. Agility, understood as "focusing on one's own self and oneself as a pursuer of goals"²³, is also important in the context of a manager's work, but not supplemented with the qualities of community, it does not allow for the building of valuable interpersonal ties within the team. The basic dimensions of causality include competence, individualism and masculinity, while the categories of communality are morality, collectivism and femininity²⁴. Causality and communitarianism are defined by researchers as "two independent overarching personality factors (meta-features), which include the dimensions dominance/ambition vs. nurture/warmth"²⁵, which, according to psychology, constitute a fundamental dimension of "perceptions of oneself and other people"²⁹. Both from the perspective of individual functioning and business management - the greatest benefit to creating and maintaining well-being comes from maintaining harmony between the categories inherent in causality and communality. Unrestrained causality is defined in the literature as "a focus on oneself and one's own goals so strong (unrestrained by the demands of communitarianism) that it leads to negating relationships with other people and ignoring their goals"²⁶. Unrestrained communitarianism is defined by researchers as "a focus on people and relationships with them so strong that it leads to a negation of one's own agency and a cessation of one's own goals"²⁷. A model manager should be both courageous and determined to achieve success, as well as a person who supports and attentive to the quality of employee relationships. Very important qualities are innovation and flexibility. They make it possible to continuously implement changes in the organization and properly adapt its activities to current market needs and environmental conditions. Flexible and appropriate response to change is currently one of the of the most important requirements for managers. This is in line with the concept of by Gary Hamel and Coimbatore Krishnarao Prahalad, according to which the ability to build core skills that generate new products faster and cheaper is the basis of competitive advantage. A factor significantly affecting the achievement of this advantage is the ability of managers to unite a cross-section of the entire enterprise, technology and skills that allow relatively rapid adaptation of individual units to opportunities that are constantly transforming²⁸. In order to convince the team of his innovative vision, the manager should, in turn, gain the trust of the employees, which is possible thanks to professional qualifications, experience and attention not only to the interests of the organization, but also to the interests of the employees. Gaining trust is not easy, but it makes it possible to

²⁰ Ibid., pp. 174.

²¹ Ibid., pp. 170-172.

²² B. Wojciszke, M. Cieślak, Causal versus communal orientation and selected aspects of health and social functioning, "Social Psychology," 2014, vol. 9, no. 3(30), p. 285.

²³ B. Wojciszke, M. Cieślak, op. cit. p. 285.

²⁴ J. Zinzuk-Zielazna, A. Słysz, op. cit. p. 199.

²⁵

Ibid.

²⁹ Ibid.

²⁶ B. Wojciszke, M. Cieślak, dz. cyt., s. 285.

²⁷ Ibid

²⁸ G. Hamel, C. Prahalad, The Core Competences of the Corporation, "Harvard Business Review", May-June 1990, Vol. 36, s. 86.

discipline subordinates, and thus - the proper organization of the executive team to guarantee effective performance. It is based not on the hierarchy of service or the authority of the position, but precisely on the disciplined action and thinking of employees.

In summary, an effective manager is characterized by high professional qualifications combined with a variety of psychological competencies that facilitate influencing and directing other people. This is certainly not an easy task. Thus, in order to avoid professional burnout in the short term, a manager should take care not only of the well-being of the organization, but also of his own well-being. An important factor in this case is the ability to cope with stress and release difficult emotions on an ongoing basis.

Identification of managerial competencies based on own research

Given the complexity of the research problem, which is a basic component of any meaningful research, specific questions may be necessary to clarify it.

The main problem is: what qualities of competence should an effective manager have in the context of business management in the new postcovidova reality ?

The specific problems are as follows:

1. what is the most effective management style in modern economic realities ?
2. can the non-work relations on the line of manager - team member affect the process of team management?
3. what are the most common sources of stress among employees?

From the research problem and specific questions, it is necessary to derive research hypotheses. The implication of this is that the purpose of any research is to verify the research theses set.

1. The most effective management style is democratic in nature with some limitations. The essence of the latter boils down to the possibility of partial inclusion of employees in the decision-making process. This is a certain negation of the authoritarian system.
2. The existence of friendly relations between manager and employee is not a problem or obstacle in the process of team management. If they are not devoid of the attribute of professionalism then they should be beneficial from the point of view of the manager, employees and, consequently, the whole company.
3. The sources of stress among employees should be sought in behavioral factors. The most frequently cited stress factors include: lack of open communication on the supervisor-employee line, lack of feedback from the manager and lack of support from the team leader.

The survey was conducted between September and December 2024. The subjects of the survey were companies with more than 60 employees. The study used a diagnostic survey method, with a survey technique and research tool of a survey questionnaire, addressed to 460 respondents. The survey questionnaire was given to respondents to fill out online using Google Form. The survey was a one-step and one-time survey. The survey included closed questions with multiple choice options. In terms of their positions, nearly half of the respondents were specialists. The seniority of respondents for less than 50% exceeded 10 years. In the case of women, responses were received for 95% of the questionnaires sent, and for men - 36%, i.e. only one in three survey requests addressed to men was granted.

All of those who took part in the survey were people of working age. Taking this fact into account, it can be concluded that the answers obtained are grounded in previous professional work and experiences gained in working with managers. The highest percentage of those surveyed are those with many years of work experience. More than half are between the ages of 30 and 50, i.e. with an average work experience of more than 10 years. Thus, it can be concluded that the picture presented in the survey responses is based on their own experience. The predominant education among the respondents is higher education. The results obtained correspond with the results of the survey on occupation, where people held positions of at least specialist. Taking into account the above distribution, through the appropriate selection of respondents - with a significant dominance - is a premeditated procedure. After all, one in seven out of ten people have a direct supervisor, hence the view presented in the survey is supported by experience from their professional work. An analysis of the results of the question of trust between supervisor and subordinate shows that most people treat their work in an emotional way. These people attach great importance to interpersonal ties, especially trust in the context of building a well-

functioning team. Those for whom the level of trust is of little (or limited) importance are mainly younger people with low seniority. Hence, it can be presumed that as seniority increases and interpersonal competencies related to work culture are acquired, trust begins to matter much more.

Among the most desirable qualities in a good manager, survey respondents indicated:

efficient communication, adequate training and work experience, and empathy. From their bosses, respondents expect clear and precise information and openness in terms of communication. Respondents indicated perseverance in pursuit of goals, charisma and having authority as the least desirable qualities.

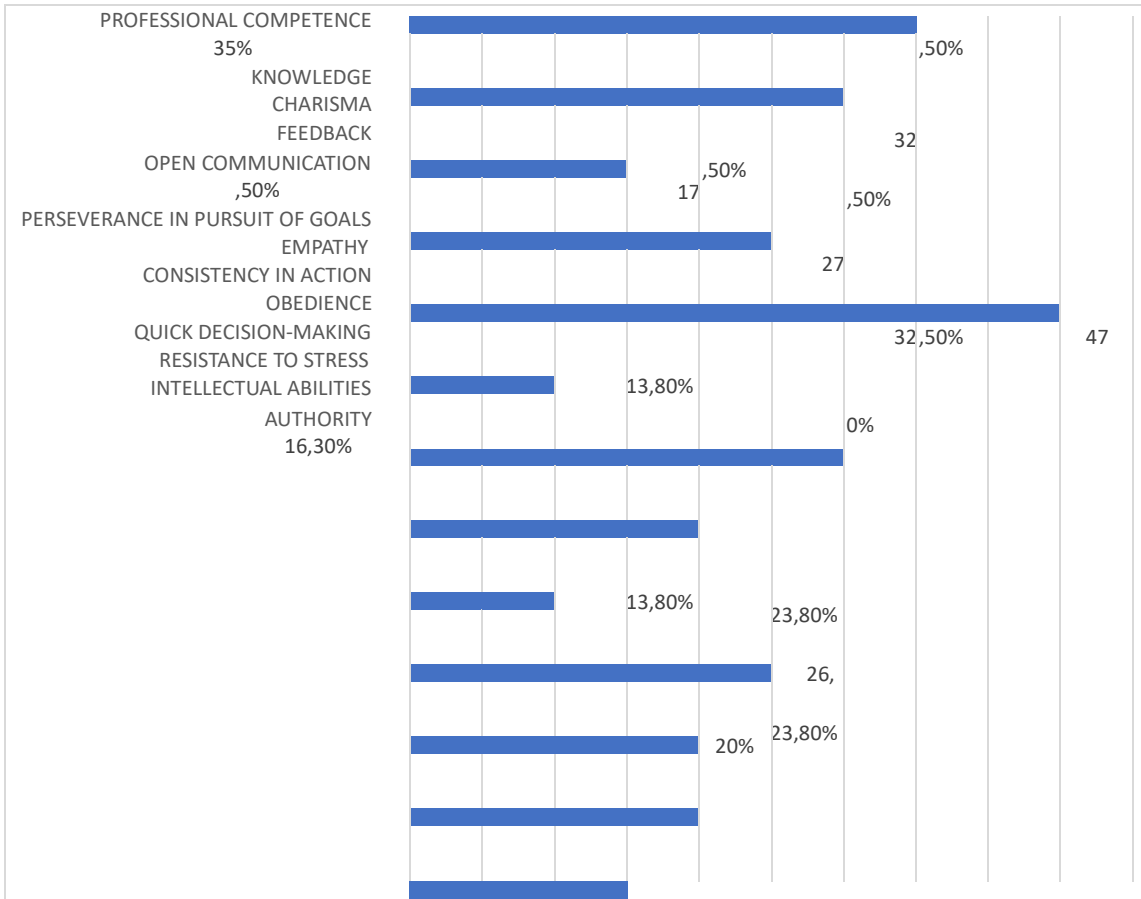


Chart 1. Traits most valued in a manager

Source: compilation based on own research

On the ground of analyzing the actions of managers who consolidate a team into an efficient organization, one can again see the importance of a high degree of trust in one's boss and his actions. Every second person surveyed sees the success of his team in the trust of his superior in his subordinate. The expectation of fair treatment is also based on a level of mutual trust. That is, like a mantra runs through the characteristics of the supervisor-subordinate relationship, based on trust, openness and understanding.

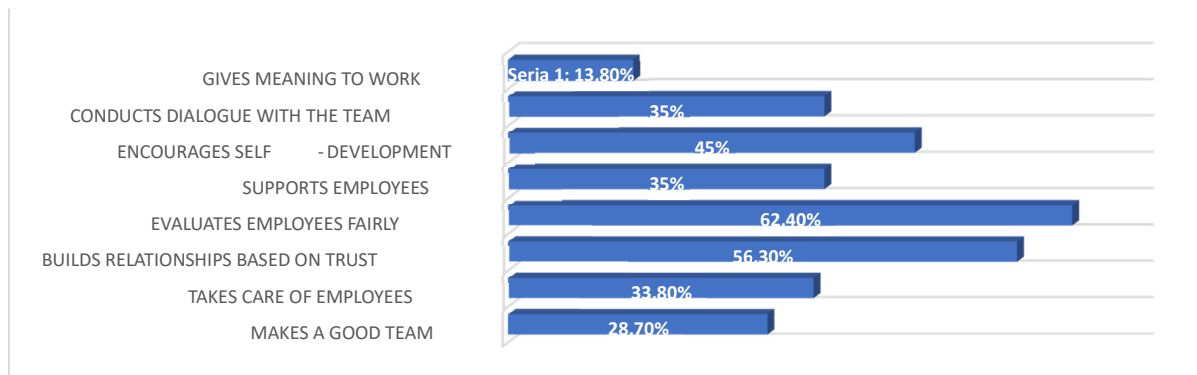
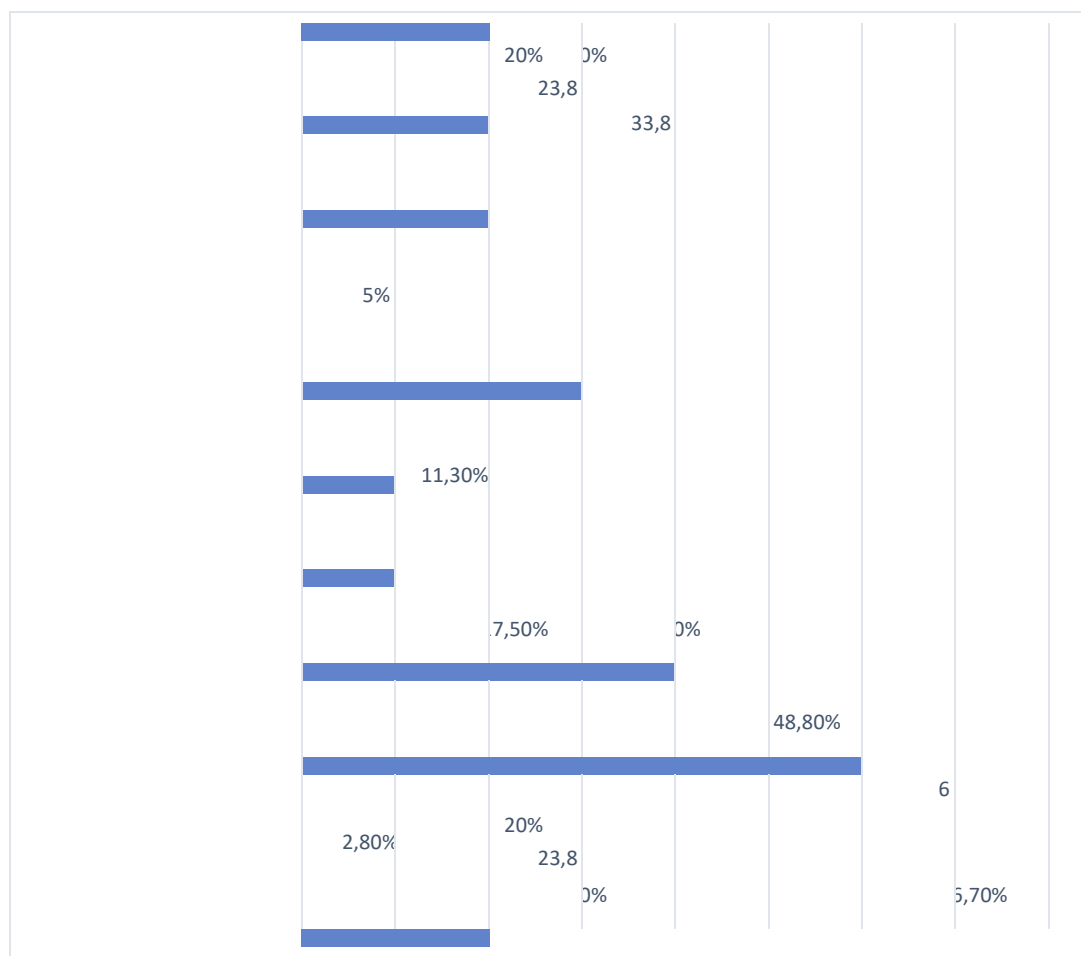


Chart 2. What actions of the manager build the greatest

Source: compilation based on own research

Among the most frequently cited qualities of a manager that motivate a team to perform is positive feedback. Employees like to feel needed and appreciated by others at work, and especially by their superiors. When assessing the profile of a manager on this level, it can be noted that it is likely that most of the respondents answer in a subjective way. This means that the respondents' answers are close to their expectations and views. Respondents identify with these answers in an emotional way.



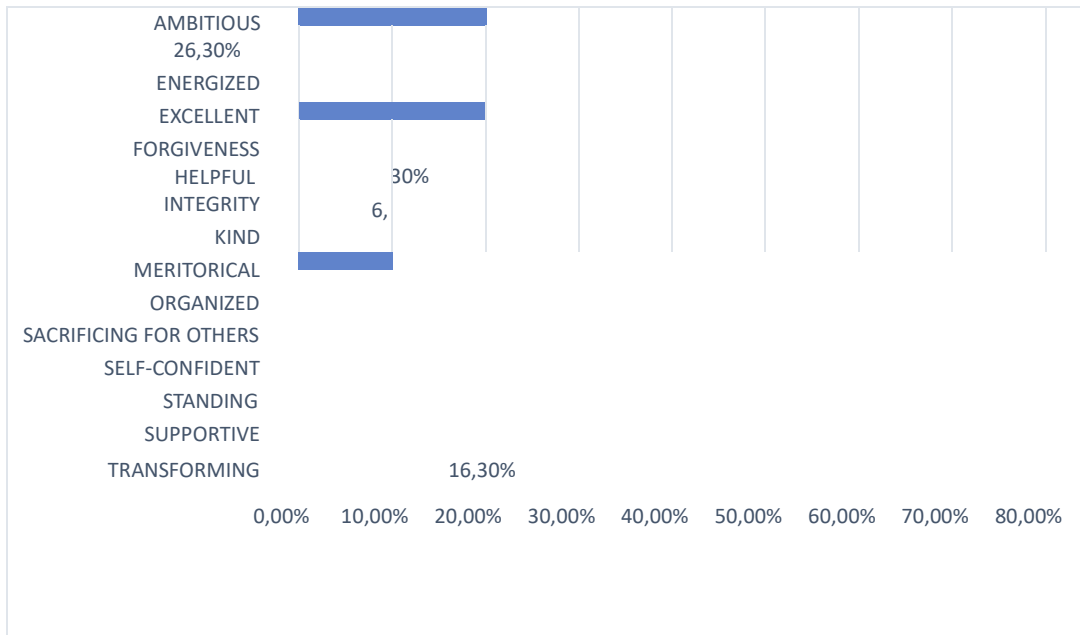
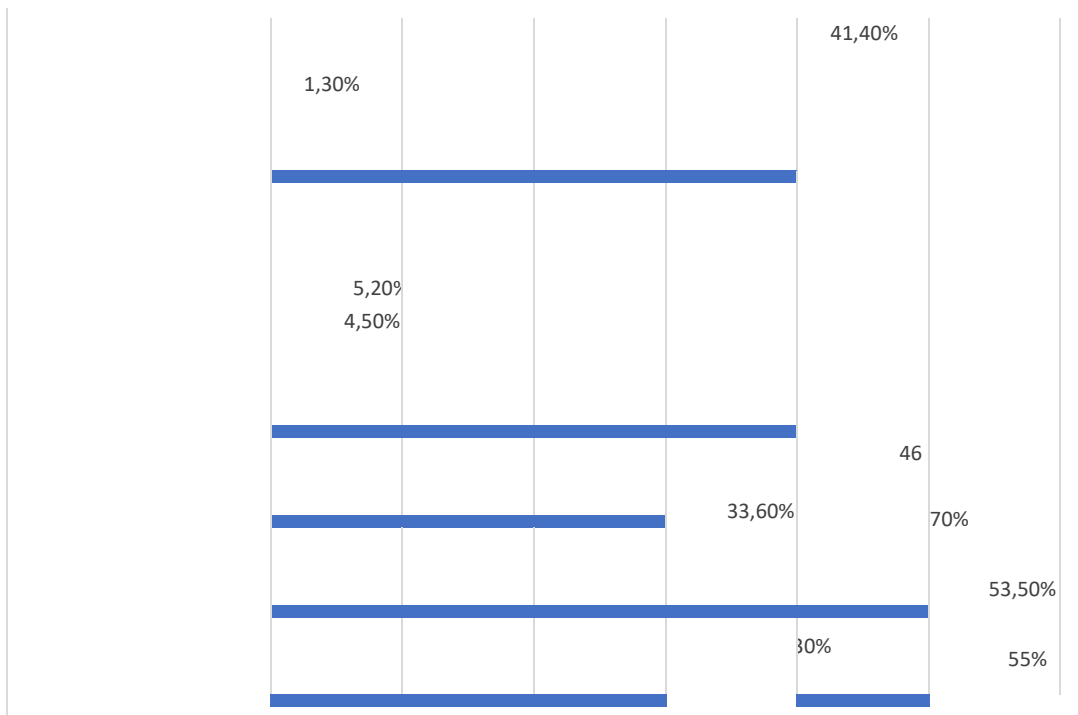


Chart 3. What are the 3 characteristics of a manager that motivate effective teamwork?

Source: compilation based on own research

Among the negative traits highlighted were conflictiveness and envy. These traits were mentioned by more than half of the respondents. In addition to this, the respondents, realizing the responsibilities they have and what belongs to them, react negatively to excessive control by the supervisor. Thus, this is the third characteristic negatively assessed by the respondents. It is worth noting here that the respondents focused only on traits related to attitudes toward team members. However, they omitted completely the aspect of evaluating the manager in the context of the company.



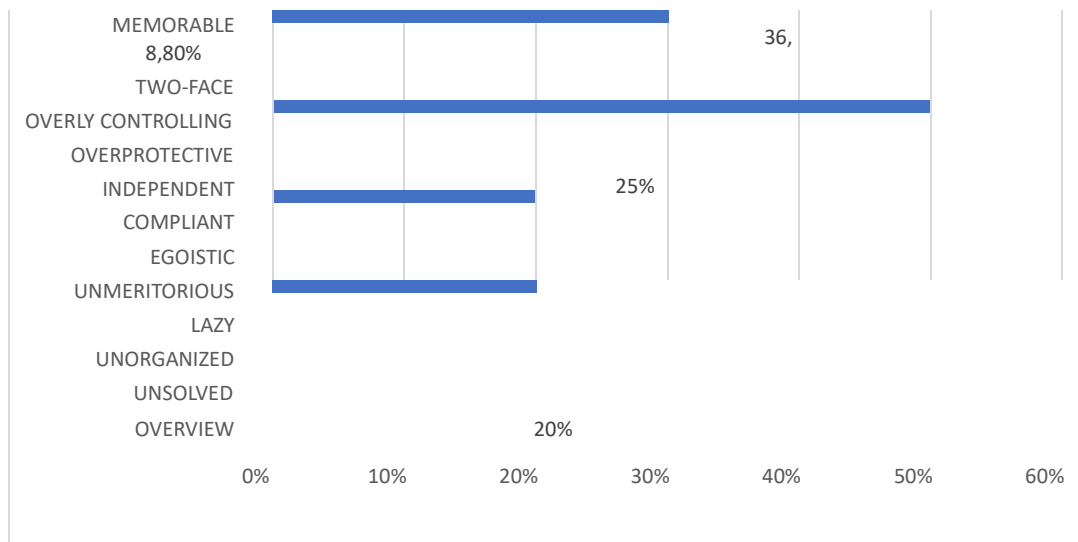
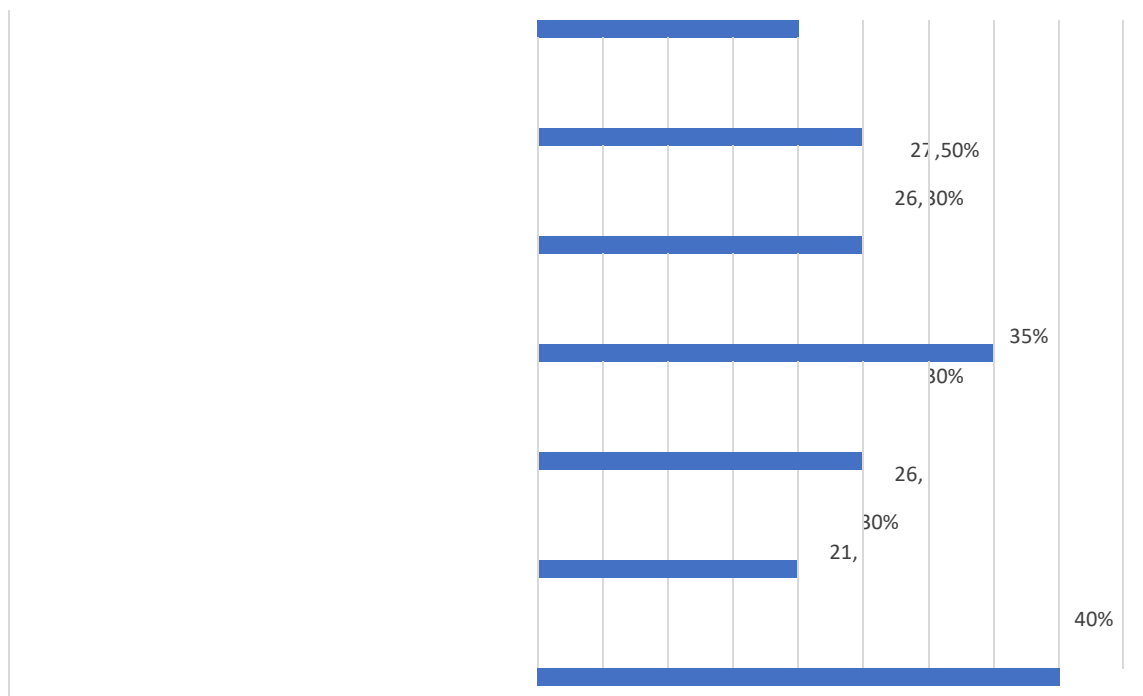


Chart 4. Please mark the 3 most negative traits of a manager

Source: compilation based on own research

The most significant stressors in the eyes of respondents are directly related to communication. Lack of openness or lack of appreciation are carriers of stress according to respondents. It is worth noting at this point one more aspect of the research conducted. This is because it is particularly interesting to confront: the aforementioned disadvantage of managers who are guided by too much control with the expectations of employees for support by control. This dualism should be explained solely by situational perceptions of these studied areas. After all, employees' behavior is different in a situation of normal work, and different in a situation of a time or task regime, where there is a risk factor and, consequently, stress. Then the need for management to support them becomes apparent in employees, since the general view is that it is within the competence of management to manage the team in difficult situations.



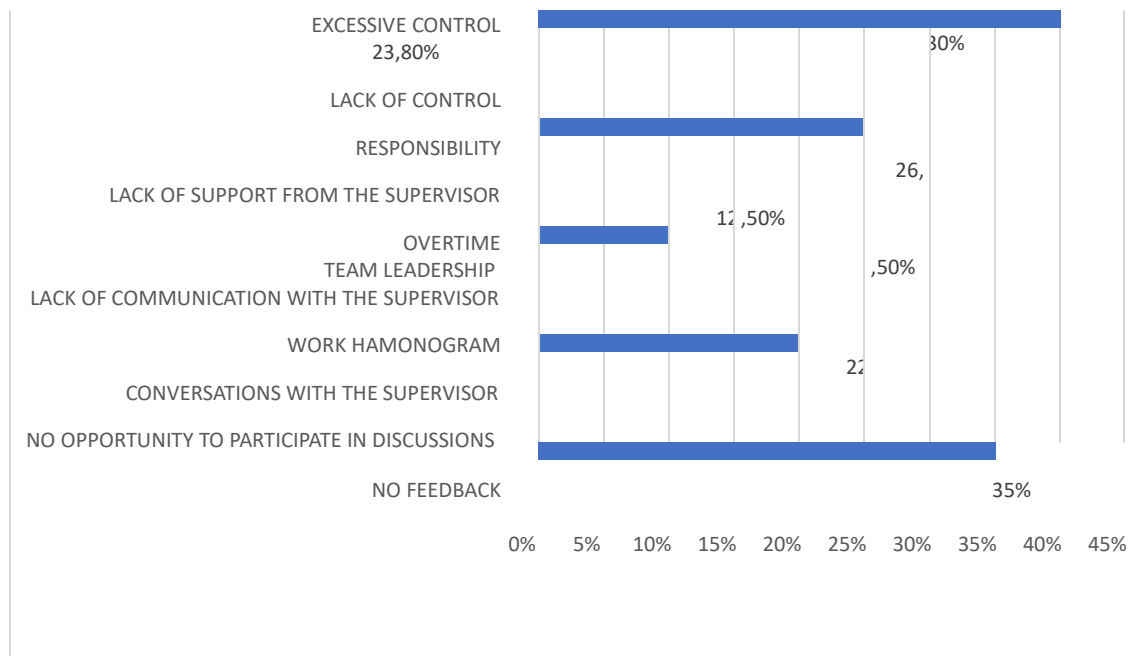


Chart 5. The most common stress factors

Source: compilation based on own research

In terms of employees' expectations of their supervisors' availability, the vast majority of them do not expect management to be available beyond standard hours. Only 12% expect their boss to be available beyond standard working hours. According to respondents, a true manager is a kind of mentor who inspires others to achieve their goals. This is the opinion of as many as 91.3%. Respondents. In addition, 70% of those surveyed said that personal culture is an important attribute of a manager. And yet, nearly one in four people, do not equate leadership behavior with personal culture, even allowing for the possibility of good cooperation between an employee and a manager regardless of whether or not they have high personal culture.

Summary and conclusions

The role of a manager in modern times looks different than it did a dozen years ago. The modern manager focuses much of his attention on employees, as his primary tasks include building relationships, based on trust, in which employees will be able to be involved in organizational life, including making various decisions. Thus, it can be said that the function of a manager is to recognize and develop the potential of employees, while treating them subjectively and as partners. At present, the performance of the manager's role co-evolves harmoniously with the democratic style of leadership and the type of organizational decisionmaking. In the model characterizing the modern manager, such aspects as involving employees in the processes taking place in the organization and taking care of their overall satisfaction and job satisfaction have become more important. As the results of our own research have shown, an important part of shaping working conditions is also ensuring that employees maintain a balance between work and personal life. Indeed, this is particularly important in managing generations of young people, for whom this balance is of great value.

Based on the results of the study, it is possible to identify key categories of competencies of a good manager, which include:

- (a) Awareness, and in it self-esteem, self-appreciation, flowing from awareness of one's own strengths and weaknesses. Awareness of one's own values and principles. A manager should have a clearly defined own system of values and principles that he wants to follow in the operation of the organization, because only then he will be able to communicate them to his subordinates and, if necessary, modify them through dialogue with employees. Responsibility. A sense of influence understood as an awareness of causation. Internal motivation, i.e. focusing on finding solutions rather than making excuses, is a driving force for itself. Self-discipline meaning

systematic in action. Continuous learning focused on the continuous development of competencies and qualifications resulting in continuous development, so that the manager is able to adapt to changing circumstances and conditions. The ability to cope with stress.

(b) Understanding the company's perspective as a category that includes business competencies, also known as company-wide competencies. Enable proper recognition of the organization's activities and proper setting of long-term goals. Focusing on the customer, who is the only source of profit for the organization, but also on employees, so that they too integrate with the company's principles. A sense of being a co-owner of the strategy, i.e. identifying with the overall vision of the organization and being willing to look for the best ways to make it a reality, this results in a focus on long-term goals, which, with the ability to act on an ongoing basis, guarantees success. Relationship orientation, that is, the ability to cooperate effectively and create business interpersonal ties, is very important in the work of a manager, whose job is to lead a team of people and achieve results precisely through their work. Communication, cooperation and the ability to empower others.

(c) Applied management concepts, i.e. a set of selected methods for managing a team, which include defining deliverables and matching them with objectives, time management and effective planning and conducting business meetings. In addition, the ability to manage change, a skill that is very important in today's world, as a manager should know the organizational and psychological dimensions of change management. The next competency is strongly emphasized by respondents, the rule of giving feedback. Employees want to be aware of how a manager evaluates their performance, praise and constructive criticism are conducive to increased motivation in the team. Further the skill of project management understood is planning, organizing, managing and monitoring results. The ability to properly plan the budget, taking into account revenues, costs and results praxeological excellence of finance and economic principles. A good manager is expected to have the ability to manage the company and its resources.

In summary, an efficient and practical manager in the postcovid reality should have general personality competencies, which mainly include responsibility for decisions and actions taken and openness to communication. The ability to respond to changes in the environment. Awareness of the direction of the organization and the actions of the manager himself and his team. Consistency in action. Assertiveness and ability to work in a team. Openness to new experiences and readiness to make independent, and often bold and crucial decisions for the organization. A modern manager operating in the postcovid economic reality, is a representative of a new system in the market economy, which should inspire and create new rules and solutions. He is required to actively participate in the joint implementation of the mission of the enterprise. A manager is a person responsible for directing all activities of the company aimed at achieving the set goals. However, the manager should put not only the development of the organization, but also his employees, who form the capital of the company. The qualities of a good manager are also related to his style of being and behaving towards the company and its employees. Based on knowledge and experience, as well as intuition, a manager should anticipate the consequences of his decisions and his actions. This ability results in faster development and improvement of all levels of the organization. A manager who trusts his experience intuitively solves emerging problems by referring to his past experiences. Imaginative thinking leads to new ways of looking at reality and seeing other perspectives. Senior managers are often considered to have an intuitive management style. This means that their final decisions are guided by intuition.

Being a good manager is not easy. It is a position that is associated not only with prestige, recognition and a good salary, but also with the need to perform many complex tasks that require the ability to combine different functions and competencies. An important part of a manager's job is also the broad responsibility for both the actions of the organization and the individual employees who make up the executive team. All this makes a manager in his workplace particularly vulnerable to stress. Those who work in managerial positions are subjected to prolonged exposure to negative stress at medium or high levels. Among the negative effects of employee stress on the organization are cited: decreased productivity, accidents at work, employee absenteeism, staff turnover, lowered morale, reduced attractiveness of the employer in the labor market. In view of the wide range of negative consequences of long-term stress from the individual level, it is very important to skillfully de-escalate situations that cause nervousness and stress, while from the organizational level it is important to reduce the factors that cause it. The right professional background and high professional qualifications may not be enough to perform managerial functions. The right personal capital of a manager is formed by such factors as mental maturity and appropriate personality competencies. It is thanks to these that a manager is able to remain calm even in the face of difficult situations and ensure the well-being of himself, his employees and the organization. One of the tools that help those in managerial positions to organize their work are management styles and techniques. A modern manager, is a person who is a mentor, a leader and a visionary in an enterprise.

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