



# Specific Professional-Psychological Competencies Of The Managerial Personality And The Psychological Portrait Of A Competent Leader

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## ABSTRACT

This article analyzes the socio-psychological and professional competencies of a leader. The article analyzes the psychological components of a leader and cultured leader.

### Keywords:

management decisions, conscious choice, determinism, indeterminism, management activity, management decision, extreme factors.

There are several studies in the foreign studies, scientific and educational literature on the personality of the manager and his psychology that the authors try to answer the question, "What should a successful manager look like if he meets all the requirements that are put on him?" A few of the most interesting and noteworthy of them can be singled out.

*Lori Mullins* attributes a manager's professionalism to three qualities:

- *technical competence* - the need to possess certain knowledge, methods and skills to solve specific problems, primarily training subordinates, as well as organizing operations related to the production of current goods or services;

- social skills and human qualities necessary for *interpersonal relationships and assessment activities*. A feature of managerial success is the ability to guarantee the effective use of human resources. This includes the organization of interactions, coordination of leadership and actions, responsiveness to situations, and flexibility of management style;

- *The conceptual ability needed to see the organization's actions, including the*

*environment, as a whole, which allows strategic planning and the subordination of everything in the enterprise to achieve its goals.*

Each of these components demonstrates that the inherent gravity and relevance of each is correlated with a different degree of curiosity for control: the more a manager works, the more important his or her conceptual skills, social skills, and human qualities are.

A more detailed but less systematic model of a successful manager is offered by *M. Pedler, J. Bergine, and T. Boydell* (Fig. 4).

*The data obtained by R. Heller*, based on the study of leading European companies, emphasize that the era of managers with traditional qualities is over, and there is a need for new managers with other advantages. He identifies ten development strategies that are unique to a new generation of managers:

- 1) leadership skills development;
- 2) the desire for radical change;
- 3) put culture high;
- 4) a constant striving forward;

5) activity of the "organization" - search for new approaches to management and organization of activities;

6) maintaining a competitive environment using new ways to achieve success;

7) an unconditional desire to constantly update and avoid the slightest signs of stagnation;

8) getting people to motivate themselves;

9) Ability to work in a team:

10) Achieving the highest quality management.

*In the model developed by G. Hinterhuber and K. Popp, the competence of the company's management is defined as a set of functional, situational, intellectual and social competencies. The former involves knowledge of product development, marketing and finance of the company.*

*Situational competency* is related to the understanding of the different stages (foundation, growth, etc.) and characteristics of the firm's life cycle. Intellectual competence includes the presence of analytical thinking in combination with the ability to think in complex categories of relationships; the ability to rationally analyze and abstract thinking (a prerequisite for recognizing and structuring problems in difficult situations, as well as for the development and implementation of various solutions). Social competence includes managerial communication and integrative skills, both internal communication and interaction with the external environment. According to the model's authors, functional and situational competency is characterized by professionalism, intellectual, and social—the psychological vitality of the manager.

In the context of the transition to a socially oriented market economy, it is recognized that the social competence of the manager is becoming increasingly important. *M. Argyle* includes the following ingredients in it.

1) *Motivational*: the ability to dominate – greater social activity, the ability to influence other people, to achieve a goal by persuading, coordinating, and explaining rather than criticizing;

2) *sensitivity*: the ability to psychological explanation not expressed in words - appearance, facial expressions, gestures, glances, emotional intonation, errors, accents, etc.;

3) *reaction pattern*: the ability to synchronize communication with other people, determine who, when and what to say;

4) *"Self-Denial" and Self-Confidence*: Not only to be cold-blooded, to show up worthily in front of other people without exalting oneself.

A peculiarity of the opinions of foreign authors about the personal and professional skills of the above manager is that they do not repeat each other. Based on these considerations, it is difficult to give a definitive answer to the question of what a successful and cultured manager should be.

There are also different views and opinions about the manager personality and his psychology in the former Soviet science. However, there is a positive aspect of comprehensively presenting the features of personality and professionalism of the leader based on the theory of personality, his specific psychological features, as well as the study of the structure of professionalism. Applying a system-structural approach, they seek to identify these characteristics of a leader, the aspects that correspond to the specifics of his activities and requirements. Unfortunately, most authors describe the topic of management activities of any kind and pay very little attention to the personality traits of the manager of market organizations. However, some of them are notable for their tendency to deny that there are differences between them.

An example of such a general feature of the subject of management activity is the textbook "Psychology of Management" by A.V. Karpov. It gives a description of the psyche and personality traits based on the classical structure. Its main components are:

1. **Perceptual processes** – processes of perception. The importance of the correct social perception of people, groups and oneself for the leader, the informational basis of management activities, the operational image of the organization are highlighted.

2. **Mnemic processes** - memory processes. High demands are noted for the leader's memory, which must be of different types (visual, listening, verbal-logical, etc.), but operational memory must be especially developed (keeping information accurately until the end of the required actions) and long-term, preserving the leader's entire experience and, in particular, embodied in the concept of individual management.

3. **Reflection** - Emphasizes the importance of the development of practical thinking identified by B.M. Thermal in 1944 and highlights some of its ontogenetic features.

4. Intelligence, which is characterized as a generalized view **of the entire cognitive sphere**, distinguished by the characteristics of the individual and the influence of his psyche, is of great importance to the subject of control. It is important that the process is not only practical, but also social. It introduces distinctive traits in the psychological consciousness - readiness for mobilization, activism, predictability, creativity (ability to come up with new ideas), new emotion, self-reflection, criticality, reflexivity, and resistance to uncertainty. Intellectual property, such as metacognitive awareness, is also emphasized, the use of adequate self-perception, its intelligence and the ability to hide its existing flaws.

5. **Regulatory processes** - integral motivational, cognitive, voluntary, emotional processes of decision-making and implementation. For a leader, personal meaning of all actions, perseverance, an advanced ability to plan and program, decision-making skills, and advanced self-management are important.

6. **Communicative processes**. Any communicative qualities inherent in a leader, as well as the manifestation of the ability to act reflexively.

7. **Emotional-volitional regulation of the condition** is related to the ability of the subject of control to control the expressive manifestation of emotional and voluntary states, their behavior in general; the possession of means of expressive action on the lower limbs and the diagnosis of external conditions.

8. **Motivation** - High motivation of achievement, i.e., self-motivation, is important for the leader.

9. **Management and Leadership** - For them, the importance of having skill is emphasized, a certain type of personality and work style.

ten. **Skills for management activities are divided** into:

1) management characteristics (age, gender, cultural and educational level, socio-economic status and professional qualities): superiority, self-confidence, emotional stability, resistance to stress, will, to achievements, enterprise, responsibility, reliability in completing tasks, independence, gentleness;

2) organization-wide abilities (described according to data obtained by the well-known psychologist L.I. Umansky), public strength;

3) general abilities (intelligence, activity, self-control, learning);

4) special abilities (perception, attention, memory, reasoning, imagination, etc.).

It is impossible to get a complete picture of the creation of a bank of psychodiagnostic methods without dwelling on the details of the managerial model, defining the psychological structure.

R.L. Krichevsky presents a list of qualities based on the logic of empirical analysis, without striving for a rigorous psychology of building a manager model:

1. ability to create results, desire to work hard to achieve them;

2. desire and ability to take responsibility for the task assigned to them, and to make risky decisions;

3. a willingness to initiate change, manage it, and use it in the best interests of the organization;

4. willingness to use the method of open management and the desire for cooperation;

1. quick decision-making skills;

2. the ability to focus on the present and the future;

3. be able to see and take advantage of changes both inside and outside the organization;

4. a willingness to engage in close social relationships;

5. readiness for general management;
6. creative approach to their work;
7. constant self-improvement and good mental, physical development;
8. the ability to use time correctly;
9. willingness to motivate oneself and employees;
10. willingness to work at the beginning of well-prepared professional personnel;
11. readiness for social leadership;
12. international outlook.

In the research of I.N. Gerchikova a number of important qualities of a leading and individual business person in the period of market changes are examined. Below, we focus on his thoughts on managerial responsibilities:

- general knowledge in the field of enterprise management;
- authority on production technologies in the area owned by the company;
- possess skills before not only administration, but also entrepreneurship;
- the ability to study the situation in markets, initiative and actively distribute the company's resources in the most useful areas of application;
- make informed and competent decisions in coordination with sub-managers and employees, and distribute the participation of each in its implementation;
- Practical experience and knowledge in the field of analysis of the key markets in which the company operates or intends to operate, or their segments.

*Ability to analyze the activities and actions of competing firms:*

- the ability to anticipate trends in the development of the business environment, in particular demand, state regulatory measures of the economy in their home country and other countries in which the company seeks to strengthen or maintain its position;
- 1. always be as focused as possible;
- 2. be creative, ensure the effective use of resources and the efficiency of the company.

Adds the ability to manipulate people to this list:

1. knowledge of direct subordinates to improve their abilities and abilities to perform a specific task entrusted to them;

2. knowledge of the conditions that bind the enterprise and its employees, fair protection of their interests;

3. maintaining solidarity and direction of the company's activities.

Assessing the existing models of personality and professionalism of the manager, it is necessary to note that it is necessary to increase the position of social characteristics, the ability to feel the pulsation of the social life of society and the desire to get maximum profit with full support in solving the social problems of the country.

It is worth remembering the conclusion of the theorists and historians of American governance that the notion that "the purpose of business is the maximum profit" that has prevailed for a certain period of time has done more harm to Western capitalism than it has lost the great war.

Management or management is a special profession that requires special qualities and personality training. A manager is not only a good specialist in the field of management, but also a mature specialist in the field of management. More often than not, management is what is referred to as an art, that is, one that requires talent, high level of skill and advanced skills. But from the very beginning of management theory and practice, only scientific management is conducted by a person who is believed to be effective, i.e., who has the appropriate scientific training to implement it. But in fact, talent is talent and high skill. Therefore, a manager is a professional of a high level of personal qualities development and management training, fully meeting the criteria developed by scientific quality and management. Moreover, the modern manager is a man of his time, whose activities determine the requirements for personality and professional skills, form the basis of his psychological portrait.

From the point of view of psychology and management science, based on the conclusions of various researchers, theorists, it is possible to distinguish the following main components of the psychological portrait of a modern cultured and successful manager:

- 1) general characteristics of the leader as a person;
- 2) knowledge of management and management;
- 3) readiness for the market-economic and industrial production process;
- 4) Management Skills:
- 5) business and entrepreneurial skills;
- 6) The ability to work with people and their willingness to do so.

The manager's job requires his high and comprehensive training. Its foundation provides higher management, primary or secondary and further education. This is more effective when combined with other areas of production under the leadership of a manager. Therefore, at the very least, to study in special courses, one must have a certificate or diploma in management.

Education is a complex system of knowledge, general scientific and special, theoretical and practical, fundamental and practical, broad and specific knowledge, views, concepts, beliefs, as well as intellectual abilities. This allows you to:

1) correctly understand the importance of their professional sphere in modern, social and scientific positions in the system of public life and state activities;

2) the ability to independently assess social and professional requirements, relationships, dependencies, performance criteria of all its components (goals, objectives, prospects, trends, situations, decisions, actions, methods, results, etc.); independently regulate their activities in general and specific professional situations.

Such a position allows an educated professional to understand what is outside the circle that is directly observed in a given situation, to see its distant horizons mentally. It is not for nothing that they say that the human mind is the pinnacle of the world. And when they exist, its advantages should be used. Professional education makes an important contribution to the social, professional development, intellectual, professional culture and spirituality of a specialist. It forms an important intellectual quality of an information professional - professional thinking out of the

system. This is the possibility and habit of choosing the direction, method of a person's behavior in certain situations, based not only on their specifics and momentary reflections, but also on their place in activity and life.

In matters of production technologies, inherent in the enterprise in which the manager manages, competencies are mandatory, and about this I.N. Gerchikova says: "The manager must know how to produce, how to trade, conclude transactions and compromise. The idea that general administrative skills will enable the management of any enterprise is misunderstood as a specific professional activity of management."

The success of a manager's activity depends on a particular production, its technologies, product quality and technical methods of its improvement, update, reconstruction, innovation, etc. Participation in various specialist positions in production or preliminary internships at a leading enterprise play an important role. A manager needs to understand what to manage from within.

In addition to the ability to perform classical management tasks - setting goals, planning, decision-making and their implementation, organization and control - in the conditions of the market economy, new requirements are imposed on the company's management:

- strategic thinking - the ability to develop areas of action and ensure that they are understood by colleagues and subordinates, anticipate trends based on weak management signals, develop and complement future-oriented alternatives;

- Conduct of entrepreneurs - focus on customers and the market, comprehensive orientation towards the quality and consumer characteristics of goods and services;

1. installation to initiate and support development processes - readiness for changes in the external and internal environment and various changes, persuasion and management of the discussion process, communicative management style; the ability of the manager to meet the current needs of the enterprise and be ready to secure its future;

- the need to create organizational culture in the enterprise - management of values and legitimacy of behavior, communicativeness, quick and successful resolution of conflicts and disagreements, with an emphasis on a balanced system of social and economic values;
- thinking focused on enterprise and society policy - understanding and the ability to use the interaction between the enterprise and the external environment, changing according to the nature of variability in management decision-making, taking into account socio-political aspects and other information about the external environment, understanding of communication with the public. At the same time, the manager must find a suitable place for the enterprise for the country's domestic and foreign policy, policy and profits.

Successful solution of economic and financial problems and self-protection by the enterprise is a necessary condition for saving the lives of the organization and its employees, and preventing bankruptcy in a competitive environment. This in turn places high demands on the personality characteristics of all persons engaged in the business, and it is obligatory for the manager. To do this, he must have the following entrepreneurial skills and virtues:

- Tijrat Yonlishi;
- market elements and success motives, characterized by the desire to succeed in competitiveness and self-confidence;
- courage and perseverance, willingness to take risks and a sense of satisfaction with the market's self-regulatory efforts;
- attentiveness, workmanship;
- the ability to easily establish contact with people, get close to them and turn the connection in the direction necessary for him; will and ability to complete the process of communication;
- not to be afraid of difficulties, obstacles, readiness to overcome them patiently and faithfully;
- business agility (seizing initiatives, prevailing over rivals, overcoming obstacles, achieving goals), resisting temporality to temporarily failures and the realities of life;
- high degree of mechanics;

- ability to build a team; constant inner peace of mind, mobilization, the ability to constantly be vigilant. In-depth knowledge of the theory and practice of market economy and entrepreneurship as a manager;
- good knowledge of the current state of the market, its trends in changes and draw the correct conclusions for the enterprise;
- Ability to consider the economic and social consequences of decisions and actions;
- 1. a willingness to give up privileges in order to achieve socially significant goals, in some cases;
  - the presence of an inclination and desire to always adhere to the principles of social justice;
- 2. the effective use of the achievements of scientific and technological development and market innovation;
  - the ability to use proposals that contradict their position in the interests of the work;
  - Make non-standard decisions, take reasonable risks, take action and show courage to solve problems when the situation is completely uncertain.

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