

18. BASIC SKILLS AND CHARACTERISTICS OF MODERN MANAGERS

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The science and art of management (or corporate management) is one of the most important achievements of the XX century. Management determines the success of firms, companies, organizations involved in mass production and marketing, and has recently transformed from a set of standard management techniques and a hierarchical control system with rigid division of responsibilities between supervisors and employees into a flexible management mechanism that focuses on rapid change of businesses, maximum satisfaction of clients, use of new information technologies.

Any organization consists of people who work in it and they are the bearers of its culture. That means that culture of the organization is formed by behaviour, interaction and communication, beliefs and values of people who work in it.

Irrespective of their position in the organisation, modern managers perform the roles of:

- a manager, if he has power and authority to manage the organization or department;
- a leader if he has the ability to lead others, using his authority, professionalism, positive qualities;

- a diplomat, if he has the ability to establish contacts with others (subordinates, partners, customers), the ability to prevent and overcome internal and external conflicts;
- a teacher, if he can bring people to work as a team and guide their development in the right direction;
- an innovator, if can understand new ideas, is able to assess the «know-how» and implement it in practice;
- a person who can be a model for others thanks to his qualities.

Accordingly, professionalism of managers depends on their abilities, the quality of their educational and professional background, as well as on advanced training and self-perfection. The most noted managers of today (Lee Yakok-ka, Francis Rogers, Jack Welch, Akio Morita and others), management consultants (Warren Bennis, Tom, Peter, Philip Crosby), representatives of modern business schools (Michael Porter, Henry Mintzberg, etc.) define a successful manager as a person who:

- knows the client's needs and insures their satisfaction;
- encourages the use of innovative approaches, stirs the enthusiasm of other people with his own ideas;
- takes responsibility when others cannot do it;
- generates new ideas aimed at significant changes;
- involves talented people into the team, knows how to exploit the potential of each team member and treats them as partners;
- not only improves his own knowledge and skills, but also creates conditions for team members to develop themselves;
- readily introduces new technologies;
- cleverly removes psychological barriers between individuals, departments and creates conditions for friendly relations between them;
- creates corporate culture within the organization.

Good managers can simulate a complex situation, «play» it with the help of modern computer technology and find the optimal solution of the problem. Modern managers should have leadership abilities, be diplomats, possess skills of a teacher, follow high ethical standards, be able to feel novelties and put them into practice. Moreover, they should have foresight, high organizational skills, competence, good health, developed intellect, high culture of communication and ethical business behaviour. In addition, managers should understand different business cultures, have a global mind-set, be aimed at both national and international success.

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