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## **PROFESSIONAL POTENTIAL OF THE PERSONALITY OF THE MANAGER**

The formation of the rule of law, building a democratic civil society, Ukraine's integration into the European community requires significant changes in the economy and business management. The needs of society in the development of the personality of the manager, aimed at the formation of economic thinking, entrepreneurship, initiative, ability to make non-standard decisions in professional activities. Norms, value orientations, professional competence, ability to adapt to changing socio-economic conditions are becoming important.

The purpose of the study - to determine the nature and main characteristics of the professional potential of the manager.

Various requirements for the special competence of managers can be conditionally combined into two groups. The first group: understanding the nature of management work and management processes and the ability to think big, promising. It covers the knowledge and skills of managers necessary to perform the professional work of the manager: the ability to justify and make decisions in situations characterized by high dynamism; high information on the development of the industry in which the company operates, the level of advances in technology, technology, competitiveness, the dynamics of demand for products and services, etc. ; ability to effectively manage resources, plan and forecast the work of the enterprise, mastering ways to improve management efficiency; ability to use modern information technologies, methods of communication. The second group: the ability to work with people; mastery of the art of establishing external relations; ability to self-esteem, ability to make the right choice, improve skills. Managers must have specific qualities that increase the trust and respect of those with whom they enter into relationships: a high sense of commitment and commitment; honesty with people and trust in partners; ability to clearly express their thoughts and beliefs; attention and care for people regardless of

their position in the hierarchy of the organization; the ability to quickly replenish their physical and spiritual strength and critically evaluate their own activities. The modern manager must have basic knowledge of macro- and microeconomics, scientific management, theory of management and leadership, sociology, psychology and law, information technology and computer technology. Good theoretical training and practical experience is a prerequisite for the manager to have: the art of leadership, skills to work with people; political culture; integrated system approach to work; the ability to generate ideas, transform them into practical action; creative imagination, modern economic thinking; computer literacy; the right lifestyle of work, culture of communication; foreign languages, primarily English [1, p. 193]. Given that the manager for the successful implementation of his professional activities must have certain features, to understand the comprehensive development of the personality of future managers must consider not only general and special abilities, but also potential and relevant, namely the professional potential of the manager.

Professional potential is a new integrative concept that summarizes the idea of personal resources and their implementation in professional activities, covering the field of abilities and motivation of the specialist. An important condition for successful self-realization in professional activities is the development of professional potential through learning and self-learning, as well as self-development of professionally important abilities, qualities, skills, motivation [2, p.441].

For each profession there are relatively stable sets of professional characteristics, including for managers. There are managers as a set of tools that the subject of management has and which are used by him in the process of management. The system of managerial resources is formed from several sources and includes: 1. Administrative resources (the right to manage and the powers of the manager corresponding to his position). 2. Professional resources (experience and special knowledge used in the activities of the manager). 3. Psychological resources (a set of personal characteristics of the employee, which are especially important for the performance of managerial duties). This classification, in our opinion, is quite convenient and dynamic, because it covers only that part of the personal characteristics that are necessary to perform professional activities in a particular position [3, p. 90]. Of course, the formation of professional resources determines the level of professional potential of the manager.

Thus, the professional potential of the manager's personality is a mutually determined system of optimal implementation of psychological, professional and administrative resources, included in the overall personal potential and is the basis for the formation of professionalism of the manager.

Realizing his professional potential through the system of existing resources, the manager develops and improves not only himself but also his social environment, primarily by influencing subordinates and the realization of their professional potential.

All over the world, businesses are seeing skills gaps emerging. In the United Kingdom alone, 23 per cent of employees lack basic digital skills in spite of the fact that they're needed for close to 90 per cent of all new jobs.[4] One possible solution is training existing employees to become proficient in new skills – both hard and soft – and in turn creating ‘good employees’. This also means that a new approach is needed when recruiting. Hiring employees who show potential to be further skilled and who display some of the qualities listed above may be an effective tactic. Given that top talent is likely to become more and more scarce and in demand, training might well be the best and most practical solution.[5]

Knowing what skills and characteristics to look out for, in existing employees as well as when recruiting new employees, will ensure that these desired qualities are nurtured and developed throughout the business, regardless of the job title or function. The skills of a good employee reach beyond technical acumen and business experience. While these are important to get the job done, how these tasks are carried out, and the interactions with other team members, are indicative of the attitude, approach, mindset, and adaptability of a good employee.

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