COMPETENCY MODEL OF THE MANAGER IN THE SITUATION OF EXTRAORDINARY CRISIS EVENT

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ABSTRACT

The world´s trends of development show the growing importance of the value of effective management and decision-making. Managerial competencies need to be increased especially in situations that are referred to as crisis situations. Primarily, it is a situation endangering the lives of people, causing extensive material damage and, eventually, disposal of affected organizations. In such situations, it is necessary to replace routine management strategies with managerial command.

The competency model serves as a basis for the creation of an individual assessments of personal and professional prerequisites method. The managerial command requires the ability of key and specific competencies, which are activated and used to a greater extent, especially in crisis situations. Some managerial competencies which are needed in common practice are not desirable in this case.

The identification of priority psychological, professional, physical and social factors in the decision-making situations of the unexpected crisis was solved by qualitative and quantitative analyzes of the Panel of Experts outputs. Based on the analysis of the expert panel outputs, six core competencies were selected: Communication and Interaction, Information Processing, Authority (Personality), Stress, Self-Management and Management. Specific expertise and their required level were determined by experts and include the necessary knowledge of fire protection, occupational safety, traumatology and basic knowledge of human rescue, emergency rights (evacuation, etc.) and crisis management.

Core competencies are divided, depending on their capability, the possibilities for further development. Hard competencies relate to personal assumptions with limited scope for development. Soft competencies relate to general and specific skills and can be developed.

Each competence is defined by sub-competencies that are crucial for the successful operation of the manager-commander in a situation of an extraordinary crisis event. In these parameters, above-average skills and abilities are required. Within each competence, risk factors that are objectionable for the manager-commander are further defined. These variables must be kept under control or suppressed. The criteria for the assessment of sub-competencies were also set in the framework of the competence model.

INTRODUCTION

We define the managerial command in extraordinary crisis situations as a specific way of managing extraordinary events that replaces the usual management strategy with a centralized way of management and coordination. It is situational decision-making in times of distress with many threatening factors and with high demands on the overall resistance of an individual, decision making which besides solving the current situation determines also the severity and extent of the consequential damages.

The management of the organization is also responsible for dealing with emergencies and it is, therefore, necessary to have managers with the prerequisites for managerial command in the management structures of the organization. Managerial Command is currently in a situation of imminent threat and leads to the elimination of the crisis as opposed to risk management as a systematic activity with the clear aim of identifying potential risks and preventively limiting the possibility of their occurrence or possibly reducing their impact which is the task of a specialized risk manager or part of the work of individual managers. From a risk management point of view, it is the so-called crisis management, the management phase or the mitigation of risks - in this case, the extraordinary risks. The risks and management of the crisis situations, together with the consequences of the identified decisions, must be identified, analyzed and evaluated in a very short time span [4].

The competency model serves as a basis for the creation of an individual assessments of personal and professional prerequisites method. Competencies in this model are conceived as ability, capacity, skill, efficiency, not as the scope of a certain scope, activity, authority, and duty [5].

METHODOLOGY

The Panel of Experts was conducted as a two-round investigation for project purposes, especially with regards to time and financial possibilities. Within a simple efficient selection, a group of thirteen "experts" was approached, which could provide a "view" to managers - commanders. The addressed group of people has been recruited from the following areas: HR consultant in the field of automotive, fire brigade commanders, Czech police and army, security managers of petrochemical distribution and production companies, psychologist in fire brigade, the executive director (environmental and waste management), the manufacturing engineering CEO, the automotive maintenance manager, the quality control manager of the company involved in the production of electronic equipment.

The first round of panel of experts through electronic brainwriting provided a set of open answers to the question of what the manager - commander should be,

respectively which competencies are key for him/her. With the data obtained, we worked by the Grounded Theory method of the authors Glaser and Strauss. The theory is inductively derived from the process of examining the phenomenon that it represents, is created and temporarily verified by systematically collecting data on the phenomenon under investigation and analyzing them. Phases of data collection, analysis, and the theory themself complement each other [1], [2].

In the second round of the expert panel, a questionnaire with an alphabetical list of subcompetencies was presented to experts who evaluated the importance of particular items for the successful performance of the manager-commander. Based on this data, axial coding was also performed [3]. The data obtained from the questionnaire survey was statistically processed. The average saturation value of individual subcategories and the average deviation from this value allowed us to allocate a set of subcategories with above-standard (required subcompetencies) and under-standard (risk factors) modality.

COMPETENCY MODEL

A) Hard competencies

- **AUTHORITY -** Required Optimum

Responsibility: Ability to take responsibility for the situation and other people, even if there is no guarantee of success. The power to influence the situation in accordance with the required values (the principle). He/she can share responsibility with other people.

Natural authority: It is the authority whose opinions, attitudes or decisions are usually accepted and followed with other members of the group. The ability to persuade, to make people believe him/her, there is no need to justify and explain his/her demands, there is no need to exert pressure.

Decision-making: Ability to decide, to choose a procedure that is the best of all possible at that moment. Decision-making not only after a quick analysis of the problem, but also intuitively. In decision-making he/she is not influenced by other people.

Self-confidence: The ability to trust in him/herself with no unnecessary fears. Confidence in him/herself is unshakable, he/she is not doubted (he/she is aware of the fact other people are influenced by uncertainty in crisis situations).

Activity: High activity, need for things to be in motion, to keep doing something. However, it is not without thinking, all activities are expedient. He/she cares about what he/she does.

RISK FACTORS - Acceptable Risk Level

Arrogance: Manifesting his/her dominance in an appropriate way - authoritatively, assertively.

Pessimism: Remaining responsive to risks but does not fall through a pessimistic approach. He/she does not want to increase tension and uncertainty, demotivate other people.

Submissivity: In crisis situations, he/she is dominant with the ability to command, but in specific situations (e.g. after the arrival of the Integrated Rescue System) ability to subordinate. He/she respects the management hierarchy in common situations.

Egocentrism: He/she likes to be promoted, but he/she is not egocentric and individualist, it is not just for his/her own benefit.

- **INFORMATION PROCESSING** - Required Optimum

Operational Thinking: Thinking is quick, flexible. Ideas and practices follow on - the ability to apply them to other situations.

Practical Thinking: Interest in the information that can be used in practice, endeavouring to practice the knowledge.

Strategic Thinking: Strategic, long-term considerations but in terms of conditions. System approach, thinking in context, trying to align goals with procedures and resources. The ability to think hypothetically, to set the right prerequisites for the solution. Intuition is also involved.

Divergent Thinking: Reasoning to width, creativity, search for multiple solution options (not one way).

Global Thinking: Orientation in the structure of the problem, overlook. Comprehensive assessment of everything that is related to the solved problem.

Analytical Thinking: Recognizing partial details and choosing those that are essential to the solution. Orientation in the problem based on accurate analysis, rational justification of selected details and choice of the right procedure.

RISK FACTORS - Acceptable Risk Level

Stereotype: Stereotypes - repeated procedures and thinking patterns in a level helping to suppress uncertainty and concern. Good estimation of using the best practices (automated activities) and options for a different procedure (not rigidity).

Search for change: He/she does not try to be original in all circumstances, keeping insight even in a confusing situation, ability to orientate. Chaos does not matter, on the contrary it is stimulating (chaos under control).

Interest in theory: The interest in new knowledge, does not underestimate the data analysis, but he/she is rather practical.

- **STRESS** - Required Optimum

Stress resistance: Managing long-lasting heavy loads better than others, well tolerates stressful situations, can cope with obstacles.

Balanced Personality: A balanced person, usually coping with problems quickly.

Coping by Workload: An energetic person, work activity does not burden him/her, but he/she charges.

RISK FACTORS - Acceptable Risk Level

Fear and worry: Not suffer from unnecessary worries, ability to deal with them (if he/she feels some fear or worry).

Feelings of helplessness and hopelessness: Feelings of helplessness and hopelessness are not typical or do not show up in performance.

Abandon: Risk counting but does not go into action without thinking.

Psychological Vulnerability: He/she does not worry with the trifles, easy coping with failures ("does not break him / her").

Affection: Ability to keep emotions under control in a tense situation and respond appropriately to the situation (assertively).

Impulsiveness: He/she is not impulsive, hasty but rationally, factually, keeping his/her reaction under control.

Moodiness: He/she is not moody, usually able to handle it. His/her behavior is consistent, people know what they can expect from him/her.

Apathy: Apathy and inertia are very rare as a result of great fatigue.

Internal Tension: The increased stress that accompanies the experience of extraordinary situations does not lead to undesirable reactions.

- SELF-REGULATION - Required Optimum

Quick Decision-Making: The speed of decision-making has no negative effect on the correctness of the decision. Ability to make quick decisions even under pressure.

Self-Determination: Strong will, he/she can endure even if he/she is not successful at that moment. He/she is not discouraged by partial failures. Ability to deal with things that are not pleasant or that are difficult.

Purposefulness: Usually reaches what he/she has set up.

Sense of Duty: He/she respects set standards, prefers the duty to personal interests.

RISK FACTORS - Acceptable Risk Level

Need to Apply: Self-realization (applying) is motivating. However, in crisis situations, this action is not intended to attract attention to him/herself.

Need to Succeed: Being successful is important and motivating. However, in a critical situation, the effort to manage the action successfully prevails over the need for personal success clearly.

Competitiveness: Competitiveness does not change in rivalry in tense situation.

Restraint: Ability to control emotions even in a tense situation, to maintain the necessary distance, but not close him/herself. Because of this it is possible to solve conflicting situations or to make quick choices (restraint does not seem like hesitation).

Motivation by Material Welfare: Material evaluation is an important but not a prime motive. Risk is not undergone to obtain material rewards.

Motivation by Power and Promotion: Crisis management is not an opportunity to gain a position that gives power and influence. It is not an act in a busy way.

Gullibility: He/she is aware that people in crisis can act unusually, they can fail. He/she continuously checks people who overcome the crisis situations.

B) Soft competencies

- COMMUNICATION AND INTERACTION - Required Optimum

Ability to Argue: Ability to communicate objective data, facts that clarify or rebut anything, and persuade others about the truth of what is said. Arguments can be based on practice or theory, but they are clear and precise.

Ability to Communicate Clearly and Specifically: Facts are communicated clearly and comprehensibly, he/she can explain them in relation to the situation or specific examples. He/she chooses the right words, has good vocabulary.

RISK FACTORS - Acceptable Risk Level

Suspiciousness: At the beginning of the relationship, he is not immediately open and trustworthy, he monitors what he can expect from people, but he is not directly suspicious.

Reserve: He/she keeps a healthy distance from people, allowing him/her an objective view of others. In crisis situations, he/she does not stop communicating with others.

Criticism: Accessing people with a certain amount of criticism, but he does not need to ventilate his critical views in all circumstances. He/she gives unambiguous rational feedback.

Compassion: He/she can be compassionate with other people, but it does not influence decision making. He/she maintains a reasonable distance.

Altruism: He/she has interest in people and their good, but it is not the main criterion for his/her actions. He/she can also behave hard if necessary.

Affiliation: He/she can behave friendly to others, but in a crisis situation this does not prevent the command. He/she is not dependent on positive feedback from other people.

Empathy: A certain degree of empathy is expected, helping to estimate the others and their responses. In crisis situations that requires speed, vigor and hardness, he/she must be suppressed, so that identification with others does not influence manager´s decision-making.

Collegiality: In common conditions, he is acting as a collegial individual, depending on the people he/she works with. However, collegiality has the limits, it is not permissible to prefer someone just because it is a colleague, it is necessary to take other criteria into account.

Conflict: He/she does not avoid conflicting situations, knows it cannot be avoided, but it can be prevented. He/she acts assertively in conflict situations.

- MANAGEMENT - Required Optimum

Willingness to Lead Others: Taking the initiative, manifesting him/herself as a leader in situations where the leadership of a group is needed.

Operational Management and Organizational Skills: Excellent organizer, can transfer the assigned tasks to executable activities, with very good time management.

Ability to Control and Evaluate: Assessment and control are a natural part of work and management. He/she can clearly determine when and what to control, he/she can evaluate the performance of him/herself and others.

Ability to Motivate Others: Ability to affect people, activating them, motivating them appropriately, being able to individually choose diverse motivational means.

Ability to Make Decisions: He/she can orient him/herself in offering more options and choose the right solution. The situations which must be decided are not stressful.

Skills to Set Goals: High efficiency in setting and achieving goals. While working, he/she maintains a set direction and usually achieves the desired results.

Skills to Coordinate Activities: Very good coordinator. He/she can allocate partial activities to people so that they complement each other, assign tasks according to the assumptions of individuals, he/she can delegate.

RISK FACTORS - Acceptable Risk Level

Partnership: In common situations, he/she favours partnering, he/she is able to assert unambiguous authority in crisis situations.

Democratic Approach: Interest in Power: In common situations, he/she prefers a democratic style of management. In crisis situations, when it is necessary to act from the position of authority, he/she can command.

Expansiveness: Ability to divide the power appropriately, knows what he/she can do. He/she does not underestimate his/her options, but he/she does not even overrate them.

Liberal Approach: The liberal approach is applied only to people who are very well-tested – manager knows that they are capable, reliable and trustworthy. This approach is replaced by a command in crisis situations.

- SPECIFIC EXPERTISE - KNOWLEDGE COMPETENCE

These competences are among so-called soft competencies - they can be developed. Specific competencies (knowledge component) and their rate have been determined by experts-co-investigators of the project and include the necessary knowledge of:

- Behavior and decision-making in case of fire and spread of smoke

- Behavior and decision-making in leakage of chemicals and explosive gases

- Traumatology and basic knowledge of saving human life

- Law in extraordinary situations (evacuation, etc.)

- Management and Managerial Command

CONCLUSION

Based on the analysis of the expert panel outputs, six core competencies were selected: Communication and Interaction, Information Processing, Authority (Personality), Stress, Self-Management, and Management. Specific expertise and their required level were determined by experts and include the necessary knowledge of fire protection, occupational safety, traumatology and basic knowledge of human rescue, emergency rights (evacuation, etc.) and crisis management [5].

Manager-commander competencies are defined by the optimum required (high) level of subcompetencies. Furthermore, there are risk factors within each of the competencies. The characteristics of the risk factors define the optimum, it means an acceptable level of risk. Based on this competency model it is possible to evaluate and select managers able to take responsibility for dealing with serious events that interfere with the stability of the system with potential threats to its security and existence, and to govern their further professional development.

Applying the competency model of the manager in the situation of extraordinary crisis events can also be applied in (pre)university studies.

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