KEY COMPETENCE OF MANAGERS

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Many theoretic from management show many approaches to keeper of work station in our case managers. We predict high value of intelligent quotient like intellectual skill too; this isn't key item for manager competence. In the base of practice we can allege that people with high intelligent quotient but lower emotional quotient have hindered skill lus: competence to communicate with colleague. They are less suitable for work in team, which is necessary to determine requirements for keeper of work station in organization. In the base of requirements of work station we can measure adequancy of employee on work station eventually their next development for elimination of default.

I take decision to write this article "Key competence of manager".

Abstract: *Key competence of managers is in article worked like in theoretical and empiric part. In tendency of near key competence of managers we sector article in one theoretical chapter and one empirical chapter. The first chapter is about managers and their set – up in organization, characterize managerial nature, role and skills and define basic competences of managers. The second chapter is empiric part of article we near inquiry key competences of manager at Armed Forces Academy gen. M. R. Štefanika in Liptovsky Mikulas, which was made by enquiry oriented to key competence of manager. Conclusion of this article we evaluate key competence and its addition for chosen organization and application to improvement if there will be some vice.*

Keywords: *manager, key competence of manager, social post of competence, skill post of competence, knowledge post of competence.*

1. MANAGER LIKE MANAGEMENT MAKER

Manager is human, who dispose specific knowledge, skills and authority in charge of area [1] Position of manager is very attractive and attracts favor of higher counted people. We can not appreciate managers on their visual part, but it depends on their knowledge and skills and on the base of their using. "Managers create independent profession, where individual is nominated to realize active operative activities for those is fitted with competences. Manager is every leader, which is nominated, designed, selected on his function [2]."

Very important part of this definition is fact that manager is first of all profession. Holder of this profession is responsible for achieving target of organization, with utilize of employee cooperation. Manager have not to be dominant superior with army of sub, but human with know to utilize knowledge and skills of colleague.

In management needs respect many effect of environment. Environments include powers which have influence for managers' activities. Management in organization is always in concrete conditions; on face on it the same problem has another solution in other organizations. Manager in solving problems have to come out from own experiential and recommending, which are attested, but we have to adapt this conditions in organization.

Sojka [1] defined role of manager like system of systematic contiguous and observable conduct, which is part of fixed profession.

Competence is idea, which is used like expression for necessary qualification, which is needed for proprietor of workstation. Competence - authority, possibility, reference, relevancy, qualification, specialized skills. Competences are not only specialized

knowledge which we obtain in study process in school, but there are ability and psychical skills, attitudes and attributes, which people bring to theirs life in "baby's outfit" inbred wake of forefather.

SLEX 99 - Lexicon of Slovak language define competence like:

- Competence - ring activity, authority;
- Competent - This is competence, authority, qualified, responsible, and capable.

We can divide competence into:

- Key competence;
- Professional competence - is re-bound with concrete science and their encompassment make easier to give better output of their profession.

Key competence in Lisabon process is known like portable and multifunctional folder of knowledge, skills, attitudes and attributes, which everyone needs for personal development. Their encompassment should have to redound to higher flexibility of employee in wider. The base of these competences have to be acquisition in elementary school and this make the base for next and whole – life education. In area of Lisabon process [3]:

- Competence pertinent on concrete discipline (school - time): communication in native language, communication in foreign language, mathematical literacy and competence in sciences area and technologies, information and communication technologies;
- Cross-curricular competences: learn to learn, interpersonal, intercultural and social competences, civil competences, work competences, competences for solving problems, view of culture.

2. INQUIRY OF KEY COMPETENCE IN CHOSEN ORGANIZATION

For key competence we regard competence which serves description of behavior which is important for all employees. Key competence support organization culture, organization value and to expectant output.

Key competences are different in every organization, because every organization considers for key something another. Many countries of the world present system of key's competencies, which try to realized whole – life education, especially in schools and in employ, or in media, too.

On this base were realized inquiry in 500 successfully organization which are the most important skills for employee needed in 21 century. It was following competencies - team work, solving problems, interpersonal skills, communication, listening, personal development and career development, leadership, motivation and giving targets, writing and organization development.

For specification of key competencies system it is important to develop methods for estimate this system and make research to find important knowledge, attributes, skills and value system. This research made by OECD states in perspective needs of Slovak republic suggest these categories:

- Cognitive category - solving problems, critical thinking, creativity;
- Interpersonal (social) category - effective work and living with another people, planning, organization and control of team activities, solving conflict;
- Informational category - information and computer literacy;
- Educational category - motivation for self-development and education, educational skills;
- Communication category - verbal, making writing materials like reading with understanding;
- Personal category - self - realization and self - control.

On the base aforementioned was realized following inquiry of chosen key competencies of managers in educational institution – Armed Forces Academy general M.R. Štefánika for purpose to know requirement on workstation.

Theme of inquiry is problem of effective communication like based premise of managerial competencies. Object of inquiry is Armed Forces Academy gen. M.R. Štefánika in Liptovský Mikuláš, which is assumed effective using of managerial competencies. Inquiry was made in sample of 50 people who are working in Armed Forces Academy gen. M.R. Štefánika. Return of enquiry was relatively high (40 respondents from 50). Main scope of this inquiry is get information about nowadays key's competencies of manager in

organization and make summary and recommendation to effective development, like to know that communication and other component of key competencies in organization.

Partial scopes of this inquiry are:

- To know that in organization is effective communication to sub;
- To know what level is communication skills of line manager and middle manager;
- To know on what level is knowledge pillar of competence in organization;
- To know on what level is social pillar of competence in organization.

Methodology of inquiry is based on giving question to respondent in enquiry. Enquiry is folder of ordered questions which we gave in written form. Enquiry has introduction and two parts.

In introduction is giving information to respondents who made inquiry, why and what is scope of inquiry. We are giving information about anonymity and thanks for cooperation and rules to fill enquiry.

In the first part are identification data about respondent (age, parentage, and workstation).

We divide the second part into three subparts. The first subpart is oriented on personal pillar of managerial competences. It's divided into two areas: on communication area and area of responsibility and self – activity. This area contents questions about object and scopes of inquiry. This part has 20 questions. The second subpart is oriented to social pillar of managerial competences. It's divided into two areas: area about stress and the second area are about image and personality traits. This part has eight questions.

The third subpart is oriented on knowledge pillar of managerial competences and is divided into area of application educational methods and methods of organization. This part contents 14 questions.

Interpretation of enquiry were made by mathematic and statistics methods.

Determined indication from enquiry we can interpret on the theoretical base. Interpretation is made by graphs and by word descriptions about known indication.

Average age of respondent was 41,9 years. On inquiry participle 11 line managers, 19 middle managers and 10 top managers.

3. RESULTS OF ENQUIRY

On the base of enquiry in Armed Forces of gen. M. R. Štefánik on the sample 50 people we can allege:

Proficiency pillar in this organization is on higher level. For employee development we recommended courses with fixation to administrative and correspondence work, courses of assertively and self - control.

We need work in team. For cooperation is needed to fix in recruitment to people, which are oriented to team work. We can test emotional quotient, because we find out availability for cooperation. We can tell that the higher EQ, that people is oriented to cooperation and work in team.

Social pillar of competence demand high putting of employee in this organization in term of concentration to work task, steadiness, and possibility to work in stress. On the base of enquiry we know these characteristics attribute, which manager could have: responsibility, veracity, communicativeness, justice, decisiveness, responsibility to organization, sincerity, empathy, assertively, resolution, discipline and strong personality and authority.

We can make good image like manager in these case: don't lie, do what I say, science, communication, positive thinking, a fair play, character, style of dressing, knowing etiquette and good look.

Knowledge pillar of competence is on very good level. We recommend next education by courses. In each work station they use logical thinking, self-development, flexibility and classified and structuring of work task.

We can allege that in this organization is communication in high level and knowledge pillar and social pillar in good level. By enquiry we permit make good model for specification of request of employee.

4. CONCLUSIONS

In European politics of education is point out to people which will be responsible for their education and professional preparing, but

for keeping knowledge during whole working life, too.

Tempo of changes in many aspects of work and work environment support general skill to education. Competencies of qualification and knowledge of each other in base for development in commons of informational participation to democration – it is about what I need to know, what I need to learn and what I have to improve in my work station.

Competencies are base premise of competitiveness of organization. Competent worker can perform terms which resulting from work station specification. If we know level of competence we can know quality of human behavior in his work context.

Key competence is good tools for description of behavior. These competencies support to firm culture and organization value. It is the bases for making criteria of choose workers in organization.

Following this we can predict, that organization, which was object of enquiry, has competence workers, but we recommended small upgrading. Next education in organization is necessary premise of human resources development. My recommending for organization was to sending employee in courses intent on development those competencies which are in lower level and they need it to development.

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