Global trends regarding competence requirements for managers

Abstract. The article outlines priority directions of modern management, including the need to ensure the stability of companies, the formation of corporate culture, taking into account insights from behavioral economics. The author demonstrates the growing importance of a systemic approach and democratization in management and outlines key global trends in management systems, which include globalization, implementation of the principles of sustainable development, challenges associated with volatility, uncertainty, complexity and ambiguity, rapid technological development, changes in office and managerial work. Against the background of a comparative description of industrial and post-industrial society the author shows that the human capital is currently a key resource and knowledge is the driving force of development. Given these new requirements, key competencies of a modern manager are presented.

Keywords: management, manager, sustainability, values, corporate culture, post-industrial society, digital technologies

1. Introduction

Among the many areas of management, the main one is business management or management of organizations – a systematic management of the company. Business – a form of economic activity based on the principles of economic freedom, economic responsibility, risk-taking, which focuses on obtaining a positive financial result, which is seen as a reward for owners and the main source of development. The success of a business, both small and large, primarily depends on the professionalism of managers, because the company’s behavior is the result of management decisions.
The profound changes that are taking place in economic and social life are changing the established ways of doing business and making new demands on the competencies of managers. An additional challenge for managers was the COVID-19 pandemic, which became a test for both business and management systems.

2. Formulation of the problem

The article outlines the priority directions of modern management, including the need to ensure the stability of companies, the formation of corporate culture, taking into account insights from behavioral economics.

3. Presentation

In the context of business, management is the science and art of winning the competition. It acquires a new look — today compete not only goods and services (their novelty is losing relevance, and markets are in short supply), but also the efficiency of decision-making to enter the market to ensure delivery of goods or services to consumers. Business is a movement, who moves fast, wins. According to Klaus Schwab, “Gone are the days when a big fish ate a small one. In the post-crisis world, fast fish will dominate, while slow fish will die out” [Schwab 2016].

Today, the business environment is more changeable and dynamic than ever, and the business itself is undergoing systemic transformations. Preconditions have been formed for the reorientation of companies to maximize financial results in the interests of owners (shareholder capitalism) to a harmonious combination of profitability with the interests of many stakeholders (stakeholder capitalism). The latter is the basis of the concept of corporate social responsibility. In line with these challenges, the company’s social and environmental performance is no less important than financial.

Management is the purposeful action on an object to ensure its sustainability, change in condition or behavior due to changing circumstances. In turn, stability characterizes the reaction of the object to certain external influences, its ability to adapt to their action without significant loss of functionality. Ensuring the sustainability of the management object is one of the main management priorities today. This problem is especially relevant in the context of COVID-19, when many businesses have not passed the sustainability test.
In today’s world, sustainable success depends not only on what companies produce, but also on how they do it. The importance of values in business is growing. It is the values of business that become the basis of the competitive advantage of Table XXI business. Companies with their own value system, which employs employees and consumers, achieve high efficiency in the long run. Company values (corporate or fundamental values) are the main beliefs on which the business is based; basic principles used in interaction with various internal and external stakeholders. Employees and customers prefer companies whose values coincide with their own. The main values that will be needed in business today and in the future: focus on consumer needs and individualization of demand, honesty and transparency, guarantees of safety and quality.

It is important for the manager to formulate the values around which the work of the team will be built. Then choose a team whose members would share these values. Next – to help each participant find their place, and if necessary – to give a block of knowledge and not interfere with the implementation of the plan, showing confidence in subordinates. It is also important to create transparent and understandable rules of the game.

Any business is first of all a projection of values and vision of the owner, so it is important to separately assess whether the manager and the owner resonate at the value level. If the values of the owner and the manager do not match, it will inevitably lead to conflicts. Also, the company’s values should be implemented in recruitment as part of its HR strategy, which, in turn, is part of the overall business strategy. This makes the task of setting values an important factor in driving sales and attracting better employees.

Values form the basis of the company’s corporate culture. Building a strong corporate culture has become a global managerial trend around the world. A company in modern conditions cannot exist without its own culture. If it is not consciously created, it will arise in the process of formation and work. The involvement of employees, the establishment of long-term relationships with partners, and the company’s image depend on the corporate culture. Corporate culture is formed with its development and is shared by all team members.

Corporate culture is a system of material and spiritual values that reflect the individuality of the organization, manifested in the behavior, interaction and communication of employees with each other and with the external environment. Corporate culture consists of ideas, fundamental values and views that are shared by all members of the organization. It includes the style of behavior, and the style of communication with customers and colleagues, and the activity of employees, their interest, level of motivation and more. The purpose of corporate culture is to ensure high profitability of the firm by improving human resource management [Tarasova, Marinova 2013].
The fundamental aspect of management is the human factor, the relationship between people. After all, all people in the organization work together and have common goals, and management itself is a process of managing the behavior of other people in the interests of achieving these goals. In this respect, management means encouraging people to act in a certain way or to follow a certain course. To manage people professionally and effectively, a manager must have knowledge of psychology, have emotional intelligence, be an effective communicator. The methodology of modern management is based on the theory of behavioral economics (Behavioral economics). This theory explains how people behave and make decisions in situations of uncertainty when they cannot assess the risks and probabilities of future events.

Behavioral economics is a theoretical concept that emerged at the intersection of economics and psychology. The role of psychological factors in driving can be judged from the words of Henry Ford [2007]: “If we learned to resolve psychological conflicts in the process of work, in the next ten years I could reduce the cost of their cars more than I could in the last 15 years”.

Classical theory was based on the concept of “economic man”, on the assumption that it acts rationally (homo economicus). It was believed that a rational person maximizes utility at the level of consumption, profits – at the enterprise level and so on. In contrast to classical theory, behavioral economics proves that in many situations a person behaves irrationally, economic decisions are often influenced by stereotypes of thinking, prejudice, illusions of perception or ordinary emotions. Behavioral economics pays attention to situations when people behave differently than classical theory predicts, demonstrating dynamically inconsistent behavior, which greatly complicates the process of running a company.

Modern management, which puts the person at the center, must take into account the position of the behavioral economy, although it has both supporters and opponents. Representatives of behavioral science consider management as a process of human interaction. According to her, managers, interacting with people, should use the achievements of psychology and sociology. According to behavioral economics, in many situations, managers should not expect rational behavior, but it can anticipate manifestations of irrationality and direct them in the direction necessary for the company. Based on this concept, the leader can work more effectively with people and influence their behavior. Yes, it is useful to learn to understand and anticipate the actions of partners or competitors, the aspirations of subordinates who may deviate from rational behavior. Today, a valuable employee should not be kept at work only with a high salary with a social package, he is no less important such intangible things as a sense of belonging, recognition, respect – so building a system of motivation, you should take into account these factors.
Among the requirements for modern management should be emphasized systematization and democratization. These are not new characteristics of management, but in modern conditions they acquire special importance.

System management. The manager must think systematically. “Systems thinking is the most suitable tool in the field of management to counter paradoxes. It is the tendency to analyze and synthesize, the ability to separate the essential from the insignificant, to dialectically cover the phenomenon as a whole, in all the variety of elements that make it up, and the connections between them” [Skibitska 2010]. Problems in management are due primarily to the fact that when making management decisions, managers consider a particular problem in isolation, not related to many other aspects of the company. A systematic approach to management helps to minimize the risks of making the wrong decisions. To think “systemically” means that when assessing a problem, many factors that affect it should be taken into account. The antithesis of systems thinking is linear thinking, which aims to find the causes and culprits, to determine the cause-and-effect relationships.

Democratization of management (participatory management) is based on the use of the law of decentralization of management. Management should be not only professional, but also democratic, in the best interests of the people. The administrative-command type of management was based on strict subordination and limited people, the power of the leader grew with the new position, but it was limited. In contrast, democratic governance involves the active role of employees in management processes, their high awareness, the involvement of a significant number of employees in management decisions (including through the transfer of property) (shares and other securities), the introduction of innovations in management structures Democratization of management is based on the relationship between the leader and subordinates, when the actions of the leader cause a positive response.

Among the global trends that have an impact on management systems in organizations, we highlight the following:

– formation of post-industrial society and knowledge economy;
– globalization;
– transition to sustainable development;
– VUCA conditions;
– crisis of meanings and “Big Why?”;
– rapid technological development and the need for innovation;
– changes in office work and work of the manager.

1. Formation of post-industrial society and knowledge economy. The analysis of comparative characteristics showed that the differences between industrial and post-industrial society are deep, systemic in nature, which is manifested in both
approaches to the organization of production and management. The comparative characteristics of these two concepts on a number of grounds are given in the Table 1.

In a post-industrial society, the main resource is human capital, and the driving force of development is knowledge. As a result, the volume and content of management activity changes, in comparison with the conveyor production of the times of the founder of scientific management F. Taylor. This requires different approaches to management, a different culture and philosophy of management.

The industrial age was dominated by bureaucracy — clear vertical hierarchies, command and control. This approach can give good results, but in the very short term. Nowadays, in the post-industrial era, thanks to the Internet, the latest tools of interaction and communication, bureaucracy is being replaced by human relations in order to achieve its goals. To do this, the most important thing is to create an environment in which everyone can show their best when there is feedback between the manager and subordinates.

2. Globalization is manifested primarily in the formation of a single socio-economic, political, cultural and information space; allows countries to share experiences and learn from each other, taking advantage of the progress made and taking into account the difficulties they face. There is a need to solve management problems not on the scale of the enterprise, but networks of interconnected organizations, often located in different parts of the world. It is possible to share expertise with a colleague from another part of the world online, open a company and find suppliers and customers without leaving your office.

Globalization means competition without borders, actualizes strategic approaches in business and management. In times of globalization, the practice of attracting foreign professionals with experience who are ready to share this experience as members of supervisory boards is becoming more widespread.

3. Transition to sustainable development. Sustainable development is an integral part of international competition and a basis for access to world markets. The largest corporate responsibility initiative, the UN Global Compact, has 10,500 members who report annually on their progress towards sustainable development. Therefore, managers need to focus not only on profit maximization, but also on a wide range of tasks that are defined by the Sustainable Development Goals.

4. We live in the world of VUCA (V — variability; U — uncertainty; C — complexity; A — ambiguity) [Horney 2015]. The world of VUCA means that a person’s ability to adapt to new circumstances, to adapt existing experience, constantly learning; to be productive in conditions of uncertainty and ambiguity is the key not even to competitiveness, but to survival.

Awareness of VUCA principles usually forms the ability of the organization: to anticipate problems and conditions of their spread, to understand the consequences of actions and actions, to understand and appreciate the interdependence
<table>
<thead>
<tr>
<th>Sign</th>
<th>Industrial society</th>
<th>Post-industrial society</th>
</tr>
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<tbody>
<tr>
<td>Factors economic growth</td>
<td>Accumulation of capital in materialized form, natural population growth, technological progress and productivity growth</td>
<td>Introduction of innovations, modern technologies, development of knowledge, information and intangible assets; loss of relevance of forecasts for the global crisis due to the depletion of natural resources</td>
</tr>
<tr>
<td>Nature production relations</td>
<td>Dominance of large mechanized production. Prevalence of manual labor and material capital. Technocratic organization of production and labor</td>
<td>Deindustrialization. Services, science, education, etc. prevail. Rapid development of information technology and unmanned production. High production culture</td>
</tr>
<tr>
<td>Nature production activities and need specialists</td>
<td>Sectoral division of the economy, production activities are carried out at the enterprise or industry level; needs highly specialized specialists</td>
<td>Universalization of activity. Production activity has a multi-sectoral nature, is implemented within the territorial cluster, which includes suppliers, associates, etc.; there is a need for highly qualified specialists with systematic thinking</td>
</tr>
<tr>
<td>Labor organization</td>
<td>Passive receipt of instructions within the hierarchical organization of labor; there is a large management apparatus to control employees; the emphasis is on finding specific solutions and performing the tasks obtained</td>
<td>Employees must take responsibility for defining and solving tasks, which requires an understanding of the broad context of the work performed; employees face non-standard tasks that they need to analyze and solve on their own</td>
</tr>
<tr>
<td>The key competitive factor capacity of enterprises</td>
<td>Reducing costs, entering new markets, expanding production, diversifying production</td>
<td>Generation of new ideas, non-standard thinking, “production” of knowledge and constant training of staff</td>
</tr>
<tr>
<td>Type applied technologies</td>
<td>Machine technology</td>
<td>Intelligent, scientific and information technologies based on knowledge</td>
</tr>
<tr>
<td>Motivation to work</td>
<td>Priority of lower order needs (material)</td>
<td>Priority of higher order needs (spiritual)</td>
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<tr>
<td>The object of the most effective investment</td>
<td>The object of the most effective investment</td>
<td>Human capital as a carrier of creative potential</td>
</tr>
<tr>
<td>The role of knowledge</td>
<td>Public good, a condition for professional activity</td>
<td>Strategic resource of society, the factor of creating competitive advantages, the source of the most democratic power, business</td>
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Source: developed by the author.
of variables, to be ready for alternative realities and challenges, to interpret solutions and explain opportunities [Suhayl, Manoj 2015]. VUCA conditions require rapid management action in accordance with the unpredictable transformations that occur in the organization’s environment. In such conditions, there is nothing stable, that is, it is a question of stable instability, and organizations and any other socio-economic systems have only one chance of survival – continuous adaptation to new conditions.

5. Crisis of meanings and “Big Why?”. The modern world is experiencing a crisis of meaning. In business, this is manifested by inconsistent consumer loyalty, on the one hand, and low employee involvement, on the other. In such a world, the company must find its purpose. Appointment is the same “big why?”. The meaning of the company’s existence, the argumentation of its right to exist. That is why today there is an urgent demand for a unifying superstructure – “company ideology”. Appointment sets the direction for the employee, and ideology is a deep conviction in this direction. Managers often use the instructions: “you have to do the right thing” and “do the right thing” and everything will be fine. It is “ideology” that helps each employee to find this guideline, navigator of what is right for a particular company now and in the future, and apply it in every action.

6. Rapid technological development and the need for innovation. The rapid development of new technologies does not allow companies that do not innovate – such players lose their positions and are forced to cede the market to more innovative competitors. The only way out of the situation of constant technological development of the modern world is the introduction of innovations in the company’s activities. Innovation means not only radically new initiatives, but also iterative improvements of existing products and processes, including management.

Extensive use of digital technologies means, among other things, the humanization of labor processes, because as a result, employees spend the time they would spend on routine, technical work, to perform creative, creative tasks, communications. The manager must maximize this potential and use it for the benefit of the organization.

There is a “softening” of the economy – a significant increase in knowledge intensity of modern production while dominating the creative potential of workers, their professionalism and erudition; intellectualization of economic processes – knowledge and unique skills become the main source of enterprise development and business value growth. Therefore, it is important for companies to attract and retain the most talented managers, constantly train and develop staff.

7. Changes in office work and work of the manager. The above-mentioned globalization and technological innovations are changing the established approaches to the organization of the manager’s work and the activities of subor-
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Personnel management methods are also changing. The following are changes that require a rethinking of some management practices.

a) Emergence of new forms of employment (Gig economy, part-time economy, remote employment). Due to the widespread use of digital technologies, cloud services in particular, it has become possible to actively use new forms of employment – freelance and remote work. The challenge for managers is to learn how to effectively manage teams with both office staff and freelancers and remote workers.

The number of freelancers in the modern world is growing rapidly, they do not have long-term and formalized contracts with employers. Their earnings are volatile. In addition, these freelancers often live outside the country where they earn money. There is a need to develop flexible working conditions and pay. The response to remote employment has been an increase in coworking. Coworking in a broad sense is a model of organizing the work of people, often freelancers, with different types of employment in a single workspace; in the narrow sense, it is a collective office space where people with different professions and interests, who own or have different companies, work. It is important for today’s managers to learn how to effectively manage remote employees and teams, in particular to motivate and control them.

b) Global migration and mixing of nations. In a globalized world, it is common to form teams of people with different views on work processes and life in general. Managers are increasingly forming teams of professionals of different nationalities, competencies and gender. This requires tolerance from managers, the ability to communicate with people from different cultures and worldviews.

c) Use of artificial intelligence (AI) in management. At the heart of AI methods is the ability to self-study and work not on pre-defined teams, but on the results of situation analysis. AI is indispensable for business: it allows you to study the audience, look for customers, assess the quality of employees, look for the causes of defects in products, replace routine manual work with automated, find new knowledge that will help make effective decisions [Shakhovska 2020]. AI helps managers to raise the quality of business processes to a new level and optimize the activities of enterprises. In particular, with the help of appropriate programs, the staff of organizations can establish rapid interaction with customers. An example of this is the use of chatbots, which respond instantly to requests and promptly answer consumer questions. Artificial intelligence is also a reliable helper in the financial sphere.

d) Robotization of office work. Robotization will apply to both technological processes and office work. Routine, repetitive operations that can be algorithmized will be performed by robots. It transforms office life (Office 2.0). According to research by the McKinsey Global Institute, it is possible to automate 50% of work tasks and 30% of actions in six out of ten professions. In order not to
lose their jobs, experts from the World Economic Forum advise to develop the priority skills that modern man must possess. Among them – comprehensive problem solving, develop critical thinking, emotional intelligence and creativity. It is especially important to have these traits in a manager who works with people and should ensure high efficiency of the company.

e) Digital technologies and the use of cloud services. Digital technologies are gradually spreading to all areas of business life. They simplify work, eliminate unnecessary operations, speed up processes, moreover, there are business models that are completely built on the basis of digital technologies. Therefore, digital competence is extremely important for modern managers, because digital technologies open up huge opportunities for business, forcing it to transform.

Tools that allow you to evaluate staff in real time are becoming more common. For example, through special mobile applications that allow internal and external customers to leave feedback and comments on the work of each employee within the projects in which they are involved. There may be different frequency and different evaluation metrics for different staff levels.

In business, especially large ones, there are huge arrays of information that are processed by managers at a certain level. This led to the emergence and use of cloud technology. Cloud technology is a set of tools that perform calculations using remote servers and programs without directly involving the resources of the user’s computer. The main convenience of working with cloud services – quick access to information from any device connected to the Internet. Work becomes mobile, there is no need to stay in the office late if there is additional work – you can enter the online office and work from your home computer.

The above contributed to the formation of new management structures – network management. A network structure is a form of organizing collective efforts based on the voluntary interaction of its members based on the combination of their interests, resources, competencies and capabilities. The network brings together independent, self-reliant actors to pursue specific self-interests through a common mission. In such an interaction, there is a special culture of consensus, which is based primarily on trust.

In response to changes in the organization of business processes and their management, organizational design and organizational modeling have emerged. It consists in moving away from stable organizational structures of the classical type (linear, linear-functional, matrix) and the transition to flexible organizational structures. A pool of freelancers and outsourcing partner companies can be formed to attract individual projects or support on a permanent basis.

In the new organizational structures there is a transition to the formation of cross-functional project teams, the life cycle of which is determined by the life cycle of the created product. Each structural unit or line of business may have its own organizational structure of teams, which varies depending on the
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needs of the business. The general organizational structure ceases to exist as such. This allows you to quickly change team members, their roles, functions and processes.

To correspond to the dynamics of development, such structures can be regularly reviewed, for example, every six months. As well as viewing job descriptions for each team member. Areas of responsibility and roles can change, adapting to specific business tasks. Accordingly, even the top management team may undergo changes: it will include the team leaders of those projects that are a priority at the moment. And when priorities and projects change, their leaders change, and thus the composition of the company’s board of directors.

Company managers must respond to objectively existing trends.

A manager is a person who professionally performs managerial functions; is a representative of a special profession who has the necessary knowledge of the principles and methods of people management.

In the first decades of the twentieth century. In the West, there was a “managerial revolution” that marked two phenomena: the transfer of power in large corporations from owners (Ford, Morgan, Carnegie, Krupp, Siemens, Daimler) to hired managers, and the growing influence of large corporations on government decisions. The term itself was introduced in 1941 by J. Bernheim in his book The Managerial Revolution, in which he proved that the capitalist class is being supplanted by the ruling class. Today, this trend – the transition from entrepreneurial to professional management, when the owner-entrepreneur hires a professional manager (manager) on predetermined terms – is only intensifying.

Around 2010, a semantic interpretation of the manager’s role began. If earlier the manager was considered exclusively from the position of the communicator, the manager, today the manager turns to the multidisciplinary expert. An effective manager must understand finance, personnel management (HR), be a strategist, a person who understands technology, knows innovation.

The manager of the XXI century is a specialist who is engaged in creative, intellectual work (desire and ability to constantly update knowledge, possession of a sense of new, ability to manage risks), focused on solving social (leadership style, sociability) and economic (interest in minimizing costs, achieving high corporate results) tasks. At the same time, the competencies that provided sustainable growth yesterday may not be enough today. What until recently was a manager’s strength can now become a limiting factor. The task of modern management is to mix competencies and correlate them with an adequate assessment of the situation.

A special responsibility lies with top managers, management elite of the company. A top manager is not only an official, but also a leader, on whom the culture of the organization and the quality of the operational team depend; a two-way communication generator between the owner and the team. Since a top
Iryna Pasinovych

A manager is a high and responsible position, he must have not only the necessary professional but also personal qualities (Table 2).

If hard Skills (technical skills, professional) form the foundation for the effective performance of employee duties, then soft Skills form the necessary infrastructure for productive and coordinated work in a team. Soft Skills is a set of skills that are not part of the professional specialization and relate directly to the communication and organizational aspects of the employee and the organization as a whole. These include proactivity, the ability to make quick decisions, the ability to think critically, sociability, the ability to find the information you need, analyze the rapidly changing market, think creatively, have emotional intelligence and more.

In June 2020, the International Association of Business Schools in an organized panel discussion with experienced CEOs of the world discussed the impact of the coronary crisis on economies and companies, participants concluded that with the onset of the crisis it is Soft Skills, in particular, flexibility, empathy, self-confidence, the ability to avoid burnout, have become key to the sustainability of companies. Analysis of global trends shows that the management of interpersonal relationships – the dominant competence of the manager in the XXI century, And intra-corporate communication – the key to competitive advantage.

It is extremely important for a modern manager to learn quickly and instantly apply knowledge in practice. This skill is already in demand today and will be

<table>
<thead>
<tr>
<th>Professional</th>
<th>Personal</th>
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<tbody>
<tr>
<td>Successful experience in the relevant field (at least 10 years).</td>
<td>Self-confidence.</td>
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<tr>
<td>Analytical and strategic thinking.</td>
<td>Physical and mental health.</td>
</tr>
<tr>
<td>High self-organization and time management skills.</td>
<td>Optimism.</td>
</tr>
<tr>
<td>Critical thinking (work properly with information and analyze everything, including their own decisions).</td>
<td>Sociability.</td>
</tr>
<tr>
<td>Responsibility.</td>
<td>Stress resistance.</td>
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<tr>
<td>Initiative.</td>
<td>Purposefulness.</td>
</tr>
<tr>
<td>Leadership qualities. Ability to “ignite” the team, make it believe in the success of the whole company.</td>
<td>Focus on results.</td>
</tr>
<tr>
<td>Flexibility and efficiency in decision making.</td>
<td>The desire for new knowledge.</td>
</tr>
<tr>
<td>Dominance, the desire for power (he is not a modest performer, but one who seeks to manage and direct).</td>
<td>Persuasiveness in communication and influence on others.</td>
</tr>
<tr>
<td>Delegation. Ability to teach others.</td>
<td>Charisma, the ability to attract people.</td>
</tr>
<tr>
<td></td>
<td>Courage, determination, ability to take risks</td>
</tr>
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Source: developed by the authors.
one of the key ones in the future. English has a term for it: “just-in-time learning” – learning exactly on time.

4. Conclusions

The modern context requires special qualities and competencies from the manager. The study identified three groups of managerial competencies: those related to people (disclosure of creative potential of employees, the formation of their sense of loyalty and belonging to the company, the ability to organize work in multicultural teams); creation of company ideology and formation of corporate culture; development of digital competencies and formation of flexible organizational structures. Also the key skills of the manager of the XXI table will be the speed of making the most effective decisions in the time limit and the ability to change.

The current situation in the world requires managers to continuous training and self-development; ability to develop strategies based on the principles of sustainable development, the ability to manage themselves and use their own creative potential.

References


Globalne trendy w zakresie wymagań kompetencyjnych dla menedżerów

Streszczenie. W artykule nakreślono priorytetowe kierunki nowoczesnego zarządzania, w tym potrzebę zapewnienia stabilności firm, kształtowanie kultury korporacyjnej, z uwzględnieniem spostrzeżeń wynikających z ekonomii behawioralnej. Autorka ukazuje rosnące znaczenie podejścia systemowego i demokratyzacji w zarządzaniu oraz opisuje kluczowe światowe trendy w syste-
mach zarządzania, do których należą: globalizacja, wdrażanie zasad zrównoważonego rozwoju, wyzwania wynikające ze zmienności, niepewności, złożoności i niejednoznaczności, szybki rozwój technologiczny, zmiany w pracy biurowej i kierowniczej. Na tle porównawczego opisu społeczeństwa przemysłowego i postindustrialnego autorka pokazuje, że kapitał ludzki jest obecnie zasobem kluczowym, a wiedza jest siłą napędową rozwoju. Wobec tych nowych wymagań przedstawiono kluczowe kompetencje współczesnego menedżera.

Słowa kluczowe: zarządzanie, menedżer, rozwój zrównoważony, wartości, kultura korporacyjna, społeczeństwo postindustrialne, technologie cyfrowe